

MAGAZINE OF MANAGEMENT MEN OF AMERICA

MANAGE



WILLIAM B. TAYLOR, Gladding, McBean Company supervisor, whose contribution to Management team unity has been important to West Coast Industry.



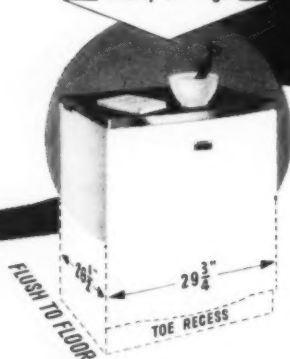
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On The Cover



BECAUSE of his activities the past several years in the interest of better foremanship and of more unity in management, we are happy to be privileged to present William B. "Bill" Taylor, supervisor, Gladding, McBean Company, Los Angeles.

Born in Glasgow, Scotland, his family later moved to Winnipeg, Manitoba, Canada. Before the first World War, Mr. Taylor was employed by the Canadian Pacific Steamship Company and sailed the Orient. When Canada entered the war he enlisted with the Seaforth Highlanders of Canada and served with this regiment in Belgium and France. He was wounded in November, 1916, at the Somme River, France and "invalided" back to Canada. During a long hospitalization he became interested in art which he was later to put to use in the industrial field.

He moved to Los Angeles in January, 1923, and entered the printing business. In 1935 he was employed in a minor capacity by Gladding, McBean which manufactures a wide range of clay products including such items as fine china, pottery, fire brick, sewer pipe and the like.

After acquiring a practical knowledge of ceramics and on the development of "Franciscan Ware" by the Company, he was promoted to supervisor of the Pottery Decorating Department.

When their "Ceramic Supervisors" NAF shop club was formed in May, 1945, he was elected an NAF director from Zone A. Subsequently, he served as NAF vice president for that zone.

Mr. Taylor is married and he and Mrs. Taylor make their home in Los Angeles where their warm hospitality has been experienced by their many friends from all parts of the continent.

A beggar stopped a passer-by and asked for a few cents for food.

The passer-by turned to him and said: "Why should I give you any money, and what brought you to this plight?"

"A terrible catastrophe," the beggar replied. "Two years ago, like you, I worked industriously and enjoyed business prosperity. On the wall above my desk was the motto: 'Think Constructively. Act Decisively.' And then...

"Yes, and then?"

The beggar's frame shook convulsively.

"The scrub lady burned my motto."

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MANAGE

MAGAZINE OF MANAGEMENT MEN OF AMERICA

Volume I

JANUARY 1949

Number 5

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MANAGE January 1949



We Look At WASHINGTON

LET'S look away from Washington,—because a lot of other people are, whose views are worth examining.

Last month we commented on possible results of the election on the Taft-Hartley Act. What will be the effect of the election in our various state capitols?

The legislatures of forty-four states are scheduled to convene early in 1949. In more than thirty of these states, laws affecting labor and labor unions will be considered. At the present time, thirty-four states have laws which labor union leaders have termed "restrictive".

During the campaign, Labor's League for Political Education, an A. F. of L. affiliate, and the Political Action Committee, a C. I. O. affiliate were active on the state level as well as the national level. In races for governorships, these organizations backed seventeen winners. Even greater gains are claimed by representatives of these organizations for candidates for members of state legislatures backed by them.

The legislature of the State of Ohio, for example, has been predominantly Republican for more than ten years. This is true even though in that interval the state has had a Democratic governor. At the last election, both Houses of the Ohio Legislature went Democratic and the great majority of these successful candidates had the organized support of labor leaders.

This result in general was repeated in a large number of states where the so-called "restrictive" legislation exists today.

What will be the aim of organized labor for legislation in these important industrial states? It seems unlikely that the issue of organization of foremen on a state level will receive great consideration, as this question is likely to be dealt with by the Congress for all industry engaged in interstate commerce. Today the meaning of that term has been so expanded that it includes the bulk of all organized workers in most industrial communities. It is entirely possible, however, to enact state legislation to supplement whatever action may be taken by the Congress in those areas not covered by Congressional action.

There are a large number of other questions which are sure to receive consideration and which do not directly affect foremen and supervisors except as they may affect general manage-

By

Harry P. Jeffrey

NAF

Legal Counsel



ment problems. It must never be forgotten that the foreman is the initial link in the chain of management and the first point of management contact with the worker on the production line.

All sorts of rumors are coming out of Washington as to what will happen to the Taft-Hartley Act. You can obtain nearly any shade of opinion as to forthcoming Congressional action, depending upon the person with whom you are talking.

With respect to legislation dealing with foremen and supervisors, one version is that the Congress will extend the benefits of the Wagner Act to organizations of foremen and supervisors, providing those organizations have no connection or affiliation with organizations of production workers.

Such a suggestion is an obvious straddle and cannot be acceptable to a supervisor who regards himself as a part of management and desires to remain such. The futility of such an organization has been demonstrated in practice. During the period from the early 1940's until the enactment of the Taft-Hartley Act, such an organization was in existence. But the effectiveness of the group was wholly dependent upon the cooperation or lack of cooperation of the production workers' organization. Regardless of the label, when supervision is organized, it becomes a part of all other organized groups within the plant.

Another suggestion heard is that supervision be extended organizing rights which are different in remedy and procedure from those afforded the rank and file worker. Obviously any such attempt is bound to fail in practice. If supervision is to be organized, it must be afforded sufficient protection to make such organization effective in practice. Otherwise, lower ranks of supervision would become a pawn between the organized production

worker and top management and would be relegated to a position desired by none.

In any discussion of legislation which may be passed by the Congress, the so-called "Rules Committee" of the House must not be overlooked. Such a committee is unknown in the Senate where each committee assigned to a particular type of legislation reports out its own measure.

This is not the practice in the House of Representatives. After a House Committee has completed the consideration of a Bill, that committee, whether it be the committee on agriculture, labor or some other, must go before the Rules Committee for "a rule". It is within the power of this Rules Committee to grant or withhold the right to bring a particular measure for consideration on the floor of the House and also to specify the terms under which it will receive a hearing.

This is important because, in spite of the results of the recent election, and by reason of the seniority rule, the Rules Committee of the House is likely to be predominantly conservative in its point of view. Because of this peculiar method of operation which exists in the lower house, it will be important to watch not only the House Committee on Education and Labor but also the activity of the Rules Committee.

Our Contributors

Mr. Oscar G. Mayer, president of Oscar Mayer & Company, Chicago meat packers, leads us with unusual clarity into what is considered to be a very profound subject in his presentation "Ethics In Brief" in this issue. In these days when senior executives are widely catalogued primarily as industrial dictators lacking human understanding, it is satisfying to be able to present evidence that they are quite the opposite—most of them in our experience.

Mr. Mayer (Harvard 1909) though actively engaged in his present business for 40 years, has found time to expand his interest in economic and social problems. A past president of the American Meat Institute and of the Chicago Association of Commerce, he was a member of the board of directors of the University of Illinois 1934-1940 and president of that board 1938-39.

Dr. Neil Herman Jacoby, dean of the School of Business Administration, University of California, steers us with great dexterity through an analysis of another area with which we are much too casually acquainted, in his "The American Economy . . . Its Future." Covering such a wide range of economic factors in so concise a manner makes it possible for those of us, whose first business is to be conversant with the broad aspects of the system in which we hold managerial responsibility, to fortify ourselves with knowledge which

(Continued Page 29)

ETHICS IN BRIEF

"Good Manners And Friendship Between Individuals And Peoples Have Been An Inherent By-Product Of Business Throughout History."

By Oscar G. Mayer, President Oscar Mayer & Company

AN outstanding need of the present age is much greater attention to the ethical and moral aspects of life. This is especially true in view of the powers which our physicists and bacteriologists have now wrested from nature and with which they are probably able to destroy humanity and its achievements. Nothing can now help the world and civilization except growth of the spirit of mutual consideration and cooperation among peoples. Ethics is today more important than physics.

Ethical training should be a part of our educational system and should begin while the student is still in grammar school. Yet little attention has been paid to ethical teaching in our public schools and colleges. These institutions assume that training in right and wrong is adequately handled in the home or that it "comes naturally." But this is far from a correct assumption. While the churches make an important contribution to ethical training, their historical approach could I believe be aided by what I wish to present here.

There are in every institution of higher learning one or several courses in ethics, but I know from experience that these are rather involved affairs generally taken by a small group more for academic than for practical reasons. The general result is that our educational system, while equipping our girls and boys in cultural matters and to make a living, fails to arm them with a basic philosophy of life—with strong convictions upon which to make the ethical decisions which life requires.

After leaving college, the small group still interested in ethical study is greeted by much literature so involved and verbose as to be almost unintelligible. What is the average young person to do with such involutions as Kant's "Categorical Imperative", Hegel's "Philosophy of Right" or the abstruse writings of our recent American ethical scholars?

Perhaps this is what has driven me to the other extreme. The greater their expansiveness, the greater has become my desire to compress. I am going to submit to you a working formula or code for living which, after simmering in my mind for a number of years, has

boiled itself down to 27 words. Of the 27, three are of top importance, five others of great importance, and the rest mildly superfluous.

I have taken my cue from the methods of the physical scientists. Those patient chaps have a way with coy Dame Nature—to them she finally reveals her inmost secrets and thereafter does their bidding without resistance or reproach. Progress in physical sciences has come through the endless search for facts concerning natural phenomena, followed by the detection by some scientists of similarities in these phenomena. These similarities have been formulated into basic laws which give the facts meaning, and supply the stepping stones for further progress.

In my reading on ethical subjects I

have run across no writer who has thought it worthwhile to set down the lowest common denominator for his findings, important though such a summarization might be. For better or worse, I now submit for your inspection and appraisal my concept of a comprehensive formula or guide for living:

Basic Moral Code

The continuing *Development* of the individual in character and ability, evidenced by his or her fair and friendly *Consideration* for all persons and due *Service* to society. . . .

This code consists of three primary concepts—*Development* (dealing with the individual himself), *Consideration* (dealing with his relations to other people), and *Service* (dealing with his relation to society or the group).

When used in combination the scope of these three words is truly broad. They encompass every ethical situation I have encountered or been able to think of. These categories are also in my opinion non-controversial—it seems hardly possible that anyone should want to dispute their basic validity. They are easy to remember and their meaning should be clear to every normal child of fourteen.

They do not deal with such matters as "success", "wealth", "position", "peace of mind", "happiness", "having fun" and "how to stop worrying", because these are not ethical concepts. Most of them are however almost certain to be attained through proper ethical insight and action. . . .



Chicago's Oscar G. Mayer: "Then ask yourself the simple question: What have I done to create the innumerable things that are part of my daily life?"

The Development Concept

The *Development* concept has been put into first place because its manifestations occur first in life and greatly influence the individual's success in the remaining phases of the code. It is difficult to overstate the scope of this concept. Even before the child is born its parents (and society as well) are concerned about its welfare—that it survive, that it grow up healthy, and be safe-guarded from harm. The solicitude of the parents and all their teachings and admonitions flow from their determination to do all they can to develop their child into a good citizen,

education is only the beginning of one's development. Many persons get some of their best training as they learn to apply their education to the specific field they have chosen. One of the most constructive contributions of commerce and industry is the training it gives its employees, not only in specific skills but in such important basic habits as punctuality, neatness, restraint of temper, courtesy and cooperation.

Nor should further personal education after school or college days are over be neglected. A person aged twenty has about 260,000 waking hours or 15,000,000 waking minutes at his or her disposal before reaching sixty-five.



"... Yet little attention has been paid to ethical teaching in our public schools and colleges. These institutions assume that training in right and wrong is adequately handled in the home or that 'it comes naturally'."

—Acme Photo

possibly a president of the United States.

Even before six, in kindergarten, society takes hold and begins the long formal educational process of grammar and high schools, college and professional schools, which may last for 20 years or more. All of this beneficent social machinery and expenditure is necessary to prepare the human animal to take his place in society and carry its work forward. Without it our accumulated culture and know-how would be lost in a generation.

Included in the educational concept are most of our publications, our travel facilities, and the movies, radio and television (when they present the right programs). Our galleries, museums, and particularly our libraries in which the thinking of the past is stored, are important aids in this process.

The adjective "continuing" as used in the code stresses rather the idea that education should continue during one's lifetime than that it need be constant or incessant. It emphasizes that formal

This is a fair allotment of time. A small part of it should regularly be set aside for good reading, study of some favorite subjects, and for the development of special skills and hobbies. Recreation of the "do-er" rather than the "viewer" type plays an important part in one's physical and mental development. Time should also be taken out for study and contemplation of the beauty and miraculous complexity of the world of nature, in which we are by some strange quirk privileged briefly to tarry. Quiet reflection is favorable to the discovery of new ideas.

The words "character and ability" are used broadly to indicate the field in which the individual's Development must occur. They are to a degree self-evident, but not to the extent that I have felt they could be omitted.

Character is put first because it denotes and emphasizes the basic qualities of honesty, loyalty, reliability and fairness, without which a person cannot get far, because he cannot be predicted nor relied upon.

In my 40 years of business experience I have always placed the qualities inherent in the word "character" first in my appraisal of employees or other persons. No amount of ability can take their place. In fact, the more ability possessed without these qualities of character, the more dangerous and undesirable the person becomes. This point is well illustrated by the spy disclosures recently made in Washington wherein highly intelligent men were shown willing to betray their country.

The word "ability" stresses the desirability for training in some skill or field, primarily to enable the individual to render better service to the society in which he lives. I need hardly elaborate this thought further than to suggest asking persons with special skills—a doctor in any field, a preacher, a lawyer, an engineer, an aviator, a stenographer, a machinist, a nurse, (to mention only a few) what importance they place upon their period of training.

The strong words "evidenced by" are used to convey my conviction that the Development caption so strongly stressed above is of little worth unless it is manifest in the individual's considerate attitude towards others and his or her participation in the work of society. It means absolutely that education, erudition, training merely for its own sake without any "giving out" is morally unacceptable. There must be evidence that the individual is interested in others and makes a contribution to society according to his abilities before he or she can be counted as worthy. Handsome is, only as handsome does.

No distinction is made in the application of this code as to sex. In category three there will of course be wide differences in their activities. . . .

Consideration

We come now to the second major concept in our code—that of *Consideration* for others. "Consideration"—what an Olympian word, calm yet tremendous in breadth, possessing warmth without sentimentalism—embracing every proverb, adage, maxim and commandment relating to moral conduct I have been able to think of. It denotes the brotherhood of man.

And why "consideration for all persons"? For a number of cogent reasons.

In the first place, because of the respect and regard inherently due all persons who conduct themselves properly and participate in the work of society. How nobly this thought was voiced by Marcus Aurelius 1700 years ago:

When thou wilt rejoice thy soul, think of the virtues of thy fellow men: Here energy, there modesty or generosity, here again some other noble trait. For there is no keener pleasure than to observe these patterns of the virtues displayed in the Characters of those around us. Let us therefore keep them ever before our eyes.

But admiration for other men's skills must also be included. We tend too readily to forget how limited our own skills are, and how vital other people's skills are to us. The great Toscanini needs 100 outstanding experts to achieve the results for which he is lauded. He can at best play only a few of the instruments involved. Mr. Alfred P. Sloan, Jr., Chairman of General Motors, is a truly great executive, but will no doubt freely admit that he can perform few of the tens of thousands of operations going on in its plants. I have a building laborer friend named Emilio whose handling of a pneumatic hammer has my unbounded admiration. Who hasn't marveled at the skill and courage of the colored waiters gliding down the aisle of the careening streamliner with a trayful of victuals? Yes, all folk who know their stuff just naturally merit our consideration.

A further argument is born of what Confucius called "fellow feeling"; it involves what should be the simple ability to put ourselves in the other person's place. By this process, which is highlighted in the Golden Rule, we quickly sense that mental and physical pain or discomfiture is as unwelcome to ourselves as to others and should therefore not be consciously inflicted. By this process we also acquire a reasonable tolerance for normal human frailties, in which Bobby Burns helps us with his lines:

*Then gently scan your brother man
Still gentler, sister woman;*

To step aside is human.

A final argument for the considerate attitude lies in Newton's Law of Action and Reaction—a natural law which applies to morals and economics as well as to physics and chemistry. In the social field the reaction is often overlooked when delayed, but it is generally traceable if we look hard enough. The ill-tempered approach generally produces a brusque response. The considerate, well-mannered, patient attitude is almost certain to elicit similar response from others. Thus the paths of life are smoothed and useless controversy avoided. The individual moves forward in the only way he really can—through attracting the good will of his associates and the favorable attention of those people who are in position to advance him.

The phrase "for all persons" points up again for good measure the fact that considerate treatment is due all persons irrespective of race, religion, or so-called position in society. It applies particularly to people unable to defend or assert themselves because of their situation.

While the meanings of the adjectives "fair and friendly" are implied in the word "consideration," I feel that they can well be added. The word "fair" (and what a great word it is) calmly expresses the idea of honesty, justice, sincerity, freedom from bias or partiality. The word "friendly" calls at-

tention to the desirability of infusing as much humor, good humor and good manners as we can into our human relations. . . .

Service

We come now to our third and final category, that dealing with the individual's relation to society, the larger group to which he belongs. "Participation in the work of society" is another way of expressing this thought, but "due service" was chosen because of the terse simplicity and wide coverage of the word "service."

The word "due" is used in two senses, both proper definitions of the term: first in the sense that the individual contributes according to his ability; and



Mr. Mayer's code consists of three primary concepts—as placed around the triangle above.

second, that the service is actually owing to society.

Why is service "due" to society? The ethical argument appears quite simple. All a person has to do is to look around him. If reasonably observant he will see that he is surrounded by man-made creations—structures, machines, tools, furniture, food, gadgets, works of art—most of which are directly or indirectly related to his well-being, some to his survival. The outstanding characteristic of modern society is the number of implements of production and living which man has devised and come to need.

A weekly magazine recently brought out the striking fact that the average home contains from 15 to 20 thousand separate objects of apparel, food, utensils, books, tools, toys, bric-a-brac, etc. Larger homes are apt to contain 30 thousand or more such articles. The other day I counted 65 objects consisting of utensils, containers and food on a breakfast table for two and it was by no means a fancy setting.

But let our eyes and minds roam further to take in the endless factories

with their complex machinery, the great cities and the towns with their innumerable buildings, parks, museums, libraries, churches, schools and colleges. We must include innumerable inventions such as automobiles, household aids, radios, movies and television which contribute so much to our daily living. Reflect further upon the benign service of our railroads and our 300,000 miles of paved highways—our telephones, our mines and petroleum wells, our steamships and the contribution which foreigners who produce our rubber, tin, coffee, tea and nickel (to mention only a few essential imports) make to our welfare.

Give thought to the industry of our farmers who each year grow the incredible quantities of food and fibre which find their way into our homes. Lastly, reflect upon the bounty of nature which grants us all this out of the tidy little planet which she has placed at our disposal.

Then ask yourself the simple question: "What have I done to create the innumerable things that are part of my daily life?" Practically all of us, of course, find that we have created none of them—that we don't know the first thing about how to make a saucer, a skillet or a locomotive. In most instances, we haven't the slightest idea of the complex processes and know-how, gathered in some instances over a period of centuries, needed to produce the simplest articles so important to our well-being. What then is the answer? The only answer I know is that each of us must contribute something himself or herself in return for all society has created for us.

This reasoning clearly cancels out an idea which has done great harm—namely, that the world owes us a living. The correct answer is that others unknown to us create practically everything we need for our living and that each person must do something to merit his share.

Nor has this particular argument anything to do with ownership. Most things of importance in our lives are not owned by us personally, no matter how "well-to-do" we are. We have them around us—we have practical possession in the sense that we have the use and enjoyment of them. Haven't you often said while skimming over a fine clear highway that you "had the road all to yourself"?

Nor has a person's purchasing power any bearing on this argument, particularly if the money reflects the contribution to society of a parent or uncle. In fairness, everyone must make a contribution during his or her normally active years.

But society does not ask our services without recompense. Through our contribution to its work as performed in organized commerce, industry, the professions and public service, we acquire purchasing power with which to obtain commodities and services necessary to our livelihood and desirable for our comfort. Compensation is related to the type and degree of special skill

(Continued Page 30)

THE AMERICAN ECONOMY ... ITS FUTURE

"The Salient Factors In Future Economic Progress Do Not Appear To Lie In The Realm Of Population, Geography, Science, Or Technology, But In The Realm Of Politics And Economics."

THE future of the American economy is a vast and intricate subject upon which to speculate. I shall limit my comments to certain observations on four aspects of the subject: First, the present position and the near-term future of the economy; second, the outstanding historical tendencies of our economy; third, the principal conditions of economic progress in the future; and fourth, the role of business management in shaping the future of the economy.

Present Position Of The American Economy

Where does the American economy stand today? As I see it, it stands near the end of a long inflationary boom that has lasted—with a short interruption for postwar reconversion—over seven years. Since 1940 the magnitude and the tempo of production have been rising and prices have been increasing. Since 1940 wholesale prices have doubled, the cost of living has risen by seventy per cent, the physical volume of production has increased by about forty per cent, and the value of the aggregate production of the nation has

By Dr. Neil H. Jacoby, Dean
College of Business Administration
University of California

increased by about 150 per cent. The recent past provides a remarkable record of dynamic expansion. The gloomy forebodings of those economists who talked of "secular stagnation" and chronic unemployment have not materialized.

Why did not the universally-predicted postwar recession in business come? With the benefit of hindsight we can discern some of the factors that have prolonged the boom. First, unexpectedly strong demands by business and consumers for all kinds of goods. Consumers have been disposed to spend an unusually high fraction of their incomes, and to save an unusually small fraction, because of the War Bonds saving accounts, and other kinds of liquid assets they acquired during the war. A second expansionary factor has been the continued heavy spending by the Federal Government for defense, in a world where there is

yet neither peace nor stable international relationships. A third factor has been the unexpectedly large amount of American aid to Britain and the nations of Western Europe through lend-lease, the British loan, and, more recently, the Marshall Plan. Untimely tax reductions by Congress last January also spurred the economy on its inflationary course.

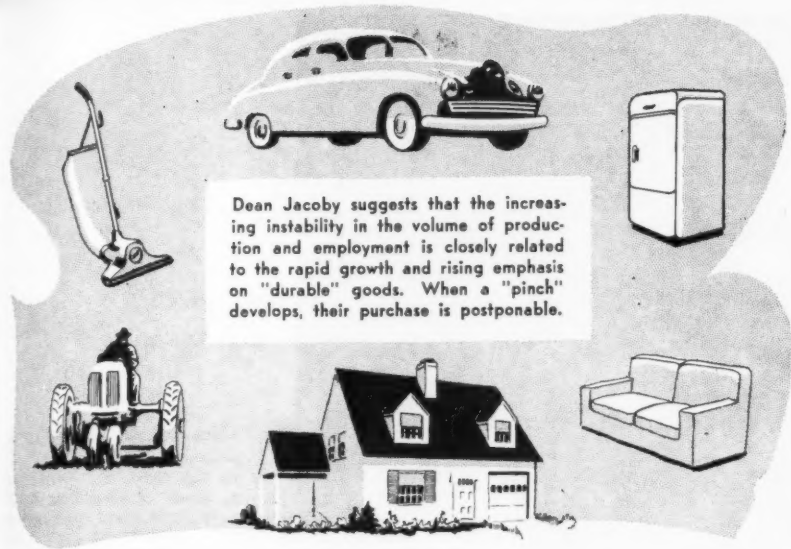
But I have said that we stand near the end of this long inflationary boom. Why is the end of the boom in sight? The end is in sight, I believe, because the most urgent consumer demands for housing and durable goods have been met. This does not mean that there will be a sudden fall in home building or automobile production. It merely means that the pressure of demand is not as great in relation to supply and will not support continued increases in prices. In the second place, business enterprises have been building new plant and equipment at a great rate, and their initial programs of postwar expansion in plant were coming to an end in 1948. A third factor is that Marshall Plan aid reached its maximum effect on our economy by the end of that year. One consequence of the reduction in exports to foreign countries will be a material drop in farm and food prices. They have already passed their peak and are definitely on the way down. This will prevent cost of living from rising as rapidly as it has been rising, and should lead to fewer demands by workers for wage increases. As a consequence of all of these factors, it is reasonable to expect a recession in prices, physical volume of production, and employment sometime during 1949.

Depression Ahead?

Will the long boom be followed by a long and deep depression? Many people are deeply impressed with economic developments after World War I. During 1920 and 1921, wholesale price levels fell 40 per cent, production fell 25 per cent, and there was a sharp depression. They point to the fact that after the second World War, as after the first one, the price level doubled. They say that "what goes up must come down." However, the argument is not convincing. There is no economic law of gravitation that requires prices to re-



Dean Neil H. Jacoby: "State-controlled economies, not ours, have yet to demonstrate an ability to yield as much, while continually reducing the length and arduousness of labor."



Dean Jacoby suggests that the increasing instability in the volume of production and employment is closely related to the rapid growth and rising emphasis on "durable" goods. When a "pinch" develops, their purchase is postponable.

turn to their prewar level, and they will not do so. Average hourly wage rates in manufacturing industry have doubled since 1940, and I believe these rates would not decline even in the face of contracting employment and general business. Agricultural prices can fall considerably, but they could never approach the levels of 1940 so long as industrial prices stay up, because the price support program guaranteed to farmers by the Federal Government will tend to keep farm prices in the so-called "parity" relationship with industrial prices.

A number of longer-run sustaining factors in the economic situation will cushion the recession. One of them is the continuance of private home construction at nearly its present high level. Even in Los Angeles, where a large volume of home building developed before it began in other parts of the United States, the Security First National Bank of Los Angeles has recently estimated that it would require two more years of building at the current rate to catch up with deferred demand and population increase. A second bulwark to prosperity is the impending great increase in public construction. The Federal, State, and local Governments have scarcely begun the enormous program of highway, bridge, sewer, school, irrigation, and other public works that have been deferred for many years. A third factor is the probable further increase in Federal expenditure on armament. It is regrettable, but inescapable, that the U. S. will continue to support a powerful naval and air force indefinitely. Even though international political tension should lessen in time, the United States has inherited the role of Great Britain during the 19th century as defender of the peace in the world. Human nature being what it is, she cannot play this role without possessing overwhelming military power. Finally, American consumers will probably continue to be heavy spenders. Never before in his-

tory have the masses of consumers possessed substantial liquid assets in the form of bank accounts and savings bonds. These reserves of spending power will lead them to spend more freely out of their current flow of income. The emergence of important new consumer goods, of which the television receiving set is a striking example, will tempt consumers to spend at a high rate. This spending will make for large markets and keep the level of production and employment from falling sharply. For all these reasons, it is likely that the recession due in 1949 will be of moderate proportions, with declines in price levels and production held to within a limit of 15 per cent of current levels.

The question may be raised: How would war with Russia affect our economy, and will there be such a war within the next year? While no person is able to say with certainty that war with Russia within the next year is impossible, I should regard it as highly improbable. My reasoning is simply this: that the U. S. will certainly not provoke a war because she has nothing to gain from war. Russia would seek to create the "incidents" that would lead to war, only if she believed that she could win a war at this time. But at present, Russia is weak in comparison with the U. S. We are at a peak of productive power; Russia is still repairing the damage suffered in the last war and is integrating the new economic resources she has acquired into her economic system. It is likely that Russian industrial power will grow relative to our own from this point on. Time may be on her side. If the Russian war potential is increasing faster than ours, then Russia has much to gain by waiting. For these reasons, I conclude that there is little to gain by speculating upon the economic consequences of a war in the near future. If war did come, it would surely have incalculable economic effects and there might be nothing worth speculating about at its end!

Historical Facts Of Our Economy Useful In Appraising Future

If the present position of the American economy and its near-term outlook are such as to give no cause for alarm, what about the more distant horizons? We may, perhaps, be able to appraise them more accurately if we recall briefly the salient historical facts about our economic system.

By far the most significant and striking

(Continued Page 31)



"Fundamental conditions of the economic progress of the American republic have been (1) an intelligent and energetic population; (2) a continental area endowed with a variety of natural resources; and (3) a set of political and economic institutions that provided the individual with a large measure of freedom, opportunity, and incentive to seek his fortune as he saw fit."

Illustration courtesy of Joint Committee ANA-AAHA



Association is essential to management growth. Here, Mr. William P. Witherow, president of Blaw-Knox Company talks over a problem with members of their management team on which foremen play an active part.

"IT'S THE DESIRE THAT COUNTS"

By W. J. Mowery, Foreman The Columbus Auto Parts Company

FOREMAN PETE has been a supervisor at the Sink & Swim Equipment Company for several years.

One day the Super called Pete in and asked him how he would like to belong to a management club. Pete's answer was "no" and he gave as his reason that he would sooner go fishing than go down to a hotel with other foremen and try to form a club. The Super said: "You mean you would rather go fishing than take advantage of the possibility of making yourself a better supervisor and your job easier?"

"Yes," was Pete's reply.

Soon afterward an invitation was sent out to all foremen to attend the first meeting of the management club. Pete like many other foremen was scared to death to even think of going to the club meeting. Why? The invitation stated that the meeting would be held in the ballroom on the mezzanine floor of the Riverview Hotel. Just imagine a foreman going to a hotel to a meeting on the mezzanine floor. Well, Pete was just like many foremen. He didn't even know how to spell it, much less picture the kind of a place it would be.

Pete was just an average foreman and he finally did attend this meeting. One thing that impressed him at the meeting was the opportunity for exchanging ideas with other supervisors as they broke bread. Pete had been having some trouble in his department and happened to mention this to some

of the fellows near him. One solution in particular appealed to him and Pete could hardly wait until the next day when he could tell the boss that he had attended the management club meeting and had a solution to one of their headaches.

Importance Of Association

Needless to say this very first meeting sold Pete on the importance of association with other management men. His job had started to get easier and he was becoming more valuable to his company. In other words, Pete, after all these years had just now begun to realize that after all executive management had some problems and that he in turn was better able to get top management to see some of his problems.

Yes, Pete took his management club seriously, taking part in the training courses and using the NAF library

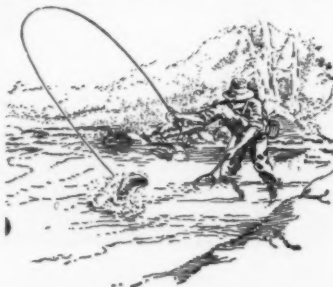
along with the numerous other advantages that go with club membership. Pete on another occasion was awarded the NAF lapel pin and this pin made him really feel big. Yes, here again Pete was just like so many foremen of today, having a suit of clothes with a lapel button-hole and no use for it, except on Mother's Day when he wore a flower in appreciation of her.

Foreman Pete kept right on growing and had the desire to help his fellow foremen by getting them to join the organization that was designed and intended for foremen and other management men. He was fairly successful until he attempted to interest Slim.

Swinging Slim Over

Now Slim was the type of foreman that would come to work with cow manure on his shoes. You can just imagine how Foreman Pete and Foreman Slim would almost come to blows. This never happened, however, because Pete himself was a changed man and after some days had nearly convinced Slim that a membership in the club would be helpful to him also. Still Slim was one of those types of foremen that liked the title and pay but didn't always assume the responsibility that went with them. Pete, through the practical training he had received in just a few weeks time, knew just the right way to handle Slim. He invited him to one of their monthly dinner meetings as

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*In America If A Fellow "Would Rather Go Fishing" That's His Privilege
—But Titles Alone Do Not Insure Successful Foremanship.*

EXECUTIVE VIEWS FOREMAN'S ROLE IN LABOR RELATIONS

"The Last Three Labor Contracts Of My Own Company Have, In Fact And In Truth, Been Negotiated By Our Foremen."

By T. T. Arden,
Executive Vice President
Grayson Controls Division
Robertshaw-Fulton Controls
Company



Mr. Arden: "I personally believe they have done a much better job than any of our so-called hot-shot experts (including myself) have done with previous contracts."

Photo by Western Photographic Service

BEFORE presenting this subject in detail I should like to re-emphasize the necessity of using the word "foreman" only for genuine members of management.

I think that industry has done itself a great disservice in using the word "foreman" loosely. A straw boss or a lead man who is not a genuine manager of manpower should never be called a foreman.

It is high time that business management the country over recognize this simple truth and take straightforward steps to guarantee, when a man is called a foreman, that he is, in fact and in truth, a management man doing a management job.

Unfortunately, there are still entirely too many employers who use the term loosely and I can only counsel them, in fact urge them, to face the facts and do one of two things.

Number one: stop calling a non-management man a "foreman."

Number two: dignify and legitimize those that you want to have manage your business as foremen and give them the power and responsibility to enable them to do a real job.

I think it important in presenting this subject to have a clear understanding that what I have to say applies only to genuine foremen as management men, because I am going to suggest and recommend that the foremen have and play a very intimate role in labor relations.

Foremen Negotiate Union Contracts?

For example, I am going to suggest that foremen establish and maintain written labor relations policies and where collective bargaining agencies are in the picture that the foreman actually negotiate and draft labor contracts. I am afraid that to a good many this may sound extremely radical, if not downright dangerous.

However, I suggest an examination of the position of the foreman in day by day labor relations and I think that it can be quickly recognized that the foreman is the real administrator of all labor policy, including Union contracts. He is the one management employee who is in constant contact with the working employee, who is each day and hour administering, interpreting and otherwise operating whatever labor

with the worker employees.

Now then, if a foreman is the logical administrator of a labor policy, why not only permit, but encourage him to draft, write and maintain the policy?

Most assuredly, if a foreman is to be expected to do a good and effective job of administering labor policy, it seems only good horse sense to permit him to have a very direct part in the formulating of the policy.

Quite obviously I would not recommend to any employer who has never considered such a proposal that he immediately discharge his Industrial Relations Department or his company labor lawyer and overnight demand that his foremen henceforth handle all labor relations.

Foremen Need Educational Tools

To do so would be extremely foolhardy and productive of nothing but grief. However, I do strongly urge that employers generally give serious consideration to the proposition and set-up the machinery needed to accomplish a real job.

Where foremen have not had an intimate part in the establishment of labor policy it is still very much worthwhile to provide the educational facilities to enable them to handle such work effectively.

Such a program might include a good many things such as a real knowledge of industrial engineering and work standards. It would also include a good working knowledge of job evaluation and wage incentive standards. A knowledge of community wage rates and wages paid by other employers in similar activity is essential. Some real knowledge of the company's position, financially and economically, is essential. Furthermore, training of this type cannot be dumped into a foreman's lap over night. It takes time and requires the institution of a thorough going program.

However, all of the things enumerated above are in truth the simple tools that a genuine management man needs to do a good job of managing his part of a business enterprise. A foreman in possession of this kind of information is not only in a position to do a competent job of establishing labor policy, but as well he is in an appropriate position.

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NEVER in the history of our industry, our nation, or the world has there been a greater need than there is today for good, sound leadership. The progress of our companies and of our country, and the peace of the world depend on the kind of leaders we have in the immediate future.

This subject is of vital interest to all of us. I am sure our company recognizes its importance. That the government recognizes the importance is shown by a statement on August 21, 1948, by Arthur S. Flemming, member of the U. S. Civil Service Commission, saying that government service needs to be improved. The nub of the matter, he told reporters, are those who supervise the work of others, the 15% of the total 2,000,000 government employees.

The objective of this article is to set forth some ideas on how a person qualifies as a good supervisor, foreman or leader. The subject of foremanship is an extremely broad topic. It is a subject we are learning more about all the time. We still however have not been able to unlock all its factors. Discussing foremanship is like talking about the wind which is better described through its effect rather than its substance. It is frequently necessary to judge some of the factors in foremanship, such as an individual's leadership qualifications, by the results he attains. Many valuable improvements and gains in operating performances can be traced directly to good foremanship. On the other hand, fires, accidents, and damaged equipment can be set down to the lack of it. It is extremely unfortunate that we do not have a better measure of a potential foreman's effectiveness than waiting to see how he carries out his leadership responsibilities.

Now foremanship is something rather difficult to define. The dictionary states that a foreman is "One who exhibits a quality of showing the way—of having authority to proceed in some direct action which entitles one to rank or title." This definition implies that a foreman has to be able to follow when occasion demands as well as to lead.

Leadership Ability Can Be Developed

Foremanship is something that cannot be learned entirely from text books. In fact, unless you use the principles recommended in the text books, they will become vague and soon forgotten. Leadership ability is developed by day-to-day application of the sound philosophy and basic principles of getting along with people. Men are not necessarily born with leadership qualifications. Leadership ability is something that can be developed through practice. Some very capable leaders have never read a text book on foremanship while others, who have read a great deal on the subject, are not able to apply what they have learned. I do not mean to minimize the benefits that can be obtained from reading on this subject, but I do want to emphasize the importance of day-to-day application of these principles.

Knowledge that is never used is of little value.

Candidates for leadership must first be inspired. They must have created within themselves this desire to lead—then be helped in their efforts to develop the necessary qualities. Men chosen for leadership positions must have shown by their conduct and attitude that they have the knack of getting along with people. A person who is thus inspired immediately becomes outstanding not only in his every day work but in his relations with his fellow man.

FOREMANSHIP

By I. L. Peterson,
Manager Toledo Refinery
The Standard Oil Company



Mr. Peterson: "The outstanding person is the average person who does a little extra studying, puts extra effort into being liked by others, and gives extra attention to his work."

It might be well to consider what makes a person outstanding. What is the difference between an average person and one who is outstanding? Actually, very little. The majority of us have average ability, common sense and judgment. It doesn't take much effort to raise one's self above the average level. The outstanding person is the average person who does a little extra studying, puts extra effort into being liked by others, and gives extra attention to his work. It is surprising how these little extra efforts bring forth qualities which the average person never knew he had and distinguishes the outstanding from the average. . . .

Basic Principles Of Foremanship

With this background, I would now

like to give you my thoughts first on basic principles of foremanship; and second, the requirements of a good foreman or supervisor.

Foremanship is a profession, just as much so as medicine, dentistry or the priesthood. It is made up of professional men with leadership qualities who are specialists in coordinating men, money and materials. There are seven basic principles which I believe are determining factors in the success of anyone now a supervisor or who aspires to be one.

The first principle I would like to present is: *The recognition of every man's inherent desire to do good work.* The first feeling in the human being is the desire for favorable attention. A worker knows when he has done a good job but what he is interested in is having his supervisor recognize the fact. His satisfaction comes not only from performing the work, but from the recognition he receives for having done a good job. The supervisor is in an excellent position to meet this basic human need. The only way the worker knows the supervisor realizes his work is good is when the supervisor gives him "a pat on the back" or thanks him for an outstanding job. We pay real wages for work performed—we can assure added dividends by showing appreciation. As a result, men want to do good work and strive to stand up before their fellow men as good, respectable and honest citizens. Since this desire to do something well is the first and strongest trait in men's character, it is up to management to remove all obstacles from the path of good work and give each man the opportunity to fulfill this natural law.

Secondly: *Open-mindedness.* From the standpoint of his own behavior, probably the first pitfall a supervisor may encounter is the idea that he knows more about the job than anyone else. He will therefore meet all suggestions in the form of self defense. Such an attitude will stop men from offering suggestions. No one alone can contribute to progress as much as a group of men properly led and encouraged. One must be receptive to new ideas.

Another principle is: *Fair dealing.* Nothing will destroy the morale of a group of men as quickly as the thought that the boss is not on the square. Men cannot be fooled for long. When distrust enters, loyalty begins to leave and the morale of a group is broken. Once the morale of a group is broken it is a long and difficult task to rebuild. A supervisor cannot "play favorites." He must be fair and square to all. A good application of this principle is the Golden Rule: "Do unto others as you would like to have them do unto you."

The fourth principle is: *A broad understanding of business fundamentals.* A better understanding of the particular business problems and policies of his company will make a supervisor an important person to his men. He is better able to understand the reason for some of the policies, plans and instructions and is therefore

equipped to represent the company in his deliberations. The coordination necessary between the experience of his superiors and the efforts of his subordinates becomes more apparent. As a result, the supervisor is in a better position to explain why and how a certain thing should be done.

Next is: *Practical knowledge.* A theoretical or technical idea must be practical before it can be made to work. Foremen must have this practical knowledge. They should take the initiative in promoting better ideas and methods. The best interests of all are served when the foreman, his men, the company, and industry keep in touch with, and are in sympathy with progress. Our standard of living has been raised through the years by the application of practical knowledge to new ideas.

Another principle is: *A sincere interest in people.* A supervisor gets results through people. Every worker must be recognized as an individual. Each needs to be handled differently. If a supervisor does not have a sincere interest in each of his workers it will be reflected by their attitude toward their work, their supervisor and their company. Alone, he can accomplish nothing. He gets done only what he can get others to do for him.

There is a further principle which a good supervisor should pursue: *That of building up the character of himself and his fellow man.* A supervisor's daily contact with his men is an opportunity to influence and guide their thinking concerning the company, the industry and the community. In these contacts he should try to develop pride and interest in the company and in the industry. Also the position of a supervisor provides an opportunity to participate in community affairs. He should take an active part in educational, recreational, and character building groups such as P. T. A., Boy Scouts, church, etc.

These seven basic principles of foremanship are then:

1. Recognition of every man's inherent desire to do good work.
2. Open-mindedness.
3. Fair dealing.
4. A broad understanding of business fundamentals.
5. Practical knowledge.
6. A sincere interest in people.
7. Building up the character of himself and his fellow man.

* * *

IN discussing the requirements of a good foreman or supervisor I like to think of them as the abilities which are necessary to carry out the functions and duties of a supervisor. I have broken them down under three main headings:

1. Technical Ability.
2. Organizational Ability.
3. Leadership Ability.

First I would like to say there is an underlying trait in human beings

which has kept many a person from becoming a supervisor. A large number of people have adopted the philosophy of figuring out why a job cannot be done instead of determining how it can be done. I imagine many of us have had good, sound ideas rejected simply because someone thought only of reasons why they could not be done. In the past when many supervisors were selected on the basis of their skill as a worker this philosophy was very strong. Today such a person cannot meet the requirements for a position in management. Our need is for progressive supervisors who are constantly thinking of ways and means to improve operations—how it can be done.

You will note I have listed technical ability first. This was done, not because I think it is the most important, but because I am going to say the least about it. It is not necessary for a supervisor to be able to perform all the jobs in his department with a high degree of skill. True, he must know how the work should be performed

"Men Are Not Necessarily Born With Leadership Qualifications. Leadership Ability Is Something That Can Be Developed Through Practice."

and be able to advise on any phase of it. However he does not need the skill which the men under his supervision need. His knowledge of the work has to go further than that of his workers for several reasons. He has to have an intimate knowledge of the overall operations of the plant and how his department affects the entire operation. He must know the costs of operating his department. He needs to keep abreast with the latest developments in both his field and related fields. He must have sufficient technical knowledge of the work so he can recommend improvements that will increase the efficiency and effectiveness of his department.

For the most part, I believe supervisors have had very little difficulty with the technical aspects of their jobs. Most supervisors have had a great deal of technical training or experience before they became a part of management. So much for technical ability.

A large share of a supervisor's time is spent on organizational work. The higher up they go in management, the larger is the amount of time spent on this phase. To be able to organize, a supervisor must first:

1. *Be willing to accept and enjoy responsibility.* Supervision places much responsibility on the shoulders of an

individual. Each supervisor should know what his duties and responsibilities are and have a clear picture of what is expected of him. A person who does not enjoy responsibility will be dissatisfied with a position in management. His dislike for responsibility will show up in the attitude and the work of his men.

Some supervisors use a substitute for accepting responsibility. They apparently assume the responsibility for a project, but before taking each step they hesitate. They are afraid to go ahead on their own. I feel he should consult frequently with the boss so that both have a clear understanding of what is being done. However he must remember the boss is not looking for questions—he wants the answers. A person who enjoys responsibility receives a lot of personal satisfaction, especially when he accepts a difficult assignment and then follows it through successfully to completion.

2. *A supervisor must be able to plan.* Neither his own objectives nor the objectives of a company can be met without a great deal of advance planning. It must be known what the objective is and how it will be reached. Sometimes it is nice to take a leisurely vacation, do what you want when you want to do it, but even a vacation to be successful has to be planned.

Planning involves scheduling men, materials and equipment so that all are available for the work at hand when it is to be done. Planning is difficult to describe, as the planning for one department may be entirely different from another. But the important point for a supervisor is to plan his work as far in advance as possible and include men, materials and equipment. It simply boils down to having or knowing the objective and planning the work to meet that objective.

3. *A supervisor must be able to train and develop an adequate work force.* A supervisor knowing the job to be done must select a sufficient number of workers. He should neither understaff nor overstaff his department. Then he must instruct, guide, inform and further develop this force until they are efficient in their job.

I have known some supervisors who felt if they told their understudy men too much they might get their jobs. The fallacy of this is that the supervisor can never advance unless he has someone trained to take his place. Thus organizational ability includes establishing a systematic method for training so that there are capable men to step in when necessary.

4. *A supervisor must always incorporate safety in his program.* Safety has always been one of the major considerations of a supervisor's job. When a piece of equipment breaks or burns down it can always be replaced, sometimes better than the old, but a man's life can never be replaced. A broken limb is never as good as it was before it was broken. A supervisor must have an organized safety program. This program should include training on the

(Continued Page 33)



J. W. Hooper (who is also a Brooklyn banker): "As leaders of men, you must inculcate in those under you, the spirit of saving for investment by the force of your own example."

IT is all too evident today that, like Peter, in thrice denying his Lord, the average business man is thrice an apologist before he will stand on his two feet and fight the good fight of the profit philosophy. So many otherwise stalwart adherents of the profit system are chicken-hearted in their defense of it. Those chicken-hearted disciples remind me of Mandy Lee. Mandy had a husband who was a good provider, but Mandy was always apprehensive that Sambo would be caught at it. The chicken-hearted adherents of the profit system are also apprehensive that they too will be caught at it; in other words, they are fearful they will be accused of making a profit—believe it or not.

I am so conscious of the fact that the incentive of profit is essential to the stability of a free society that I writhe within me when I observe men flinching at the risks inherent in profit-making, and I shudder at how readily they would hide behind the curtain of an illusory security held out to them by a cradle-to-grave philosophy of economic security. To deny the validity of profit-making is to deny the Lord Himself.

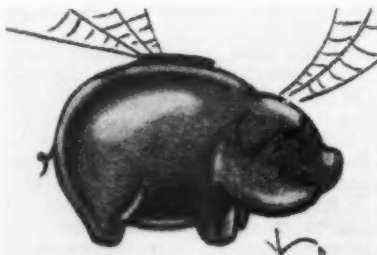
Parable Of The Talents

If I were a preacher, I would take as a text for a sermon, Matthew, 25th Chapter, the 14th to the 31st verses. I would take this text, because therein the Apostle Matthew tells of the Parable of the Talents that was told by Christ to show his disdain for the slothful, the indolent, and the inefficient. Therein, he tells of the Talents, where five were given to one servant, two to another, and one to the third, with the admonition that they go forth and employ the Talents to the best of their several abilities. Surely, most of you

must know the joy with which the first two servants were received when they reported that they had doubled their Talents, and the scorn that was heaped on that servant who said he had simply salted away his Talent for safe-keeping and that its preservation was all the effort he had given to that particular Talent. Similarly, if we would sow and then not reap, what profit would there be to reward us for our labor?

The making of a profit must be restored to the eminence of respectability it once enjoyed in our society, if our society is to remain free; if our sons are to enjoy the opportunity of capitalizing on their abilities; if this society of ours is to be led by men who have earned their way, and not inherited their positions by the chance of birth or the happenstance of political preferment.

Why did the immigrants among us and our forebears leave the economic security of a feudal Europe with its vested economic, political and ecclesiastical interests? The answer is simple: to take the risks of individual enterprise, that they might profit by their own abilities and not be beholden to an unsavory paternalism for their advancement. What a paradox we find today among so many of our people—the descendants of those hardy immi-



Has the pressure for group rather than individual security accounted for the decline in popularity of the piggy-bank of Dad's day? In other words, do we or someone else control our own security?

MY "TEXT": PROFITS

"... We Should So Discipline Our Personal Affairs That Regardless Of Our Income And The Cost Of Living We Do Make A Profit On Our Own Efforts."

By J. W. Hooper

Director and Chairman Finance Committee
American Machine and Foundry Company

grants who ran out on the economic security of a feudal Europe—who now scorn the profit from such effort and risk as their fathers entered into, and instead would accept an imaginary economic security with its supine dependence on government.

Company Profit—Worker Profit

To restore "profit" to the area of respectability, we must understand what a profit really is. The dictionary says it is "the excess of returns over expenditures in a given transaction or a series of transactions"; also, the "excess of income over expenditures, as in a business, during a given period of time." Some people among us of good intentions, and some people who are envious of profit success and who are economically inept and politically covetous, coarsely call profit the wages of capital, wrung out of the hide of the worker through his blood, sweat and tears.

Both definitions are deficient, because they are either too limited in the scope of their meaning or too venomous to be realistic. Both definitions stem from the European continental vested economic interests of over one hundred years ago that made fertile breeding ground for the ideas of "Das Kapital" of Karl Marx.

As to definitions more indicative of the true meaning of profit for the business man, I go along with the eminent labor leader who said: "The worst crime against working people is a company which fails to operate at a profit." Therefore, for the business man, I define profit as that favorable balancing element in the economic life of commerce and industry that must be achieved if solvency is to be maintained, if workers are to be assured of compensation commensurate with their efforts, and if the prudent are to be rewarded for the risk investment of their savings. Above all, it is the balance that is required if men are to assure to themselves and to posterity the right of seeking their own economic

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well-being as individuals, whether it be through entrepreneurial activity or as an employee of an enterprise with all the rights of selection of a man's vocation being of his own choosing, rather than that of a political boss who is controlled by a far distant and unreachable bureaucracy.

To the salaried worker and wage earner, I would define "profit" as that favorable balancing element that an employee is prudent enough to carve out of his earnings. In other words, every salary and wage earner should assure his own personal solvency by seeing to it that he makes a profit on his own efforts. Such profit would represent the excess of his earnings from his efforts and investments over what it costs him to live. Some old-fashioned people call it "savings." Actually, the saving can only come about if you have learned how to make a profit out of the compensation you receive for your efforts.

Business makes a profit out of the prudent control of expenditures, so that they are under limits of the selling prices that the business can find for its products in the market place.

Similarly, the individual makes a profit out of the price he receives in the market place for his services to the extent that he husbands his expenditures wisely enough to leave him a favorable margin from the price for his efforts. If you would deny a profit to business, it follows that you would deny your own right to set aside for the rainy day or the comfortable leisure of your later years in life. When we achieve a profit, we have peace of mind; when we over-expend, we court insolvency and all its damnable ills. Salary and wage earning people must be reawakened to an awareness of profit.

Changing Concepts Call For Greater Determination

Prior to World War I, hourly and per diem employment was the preponderant basis of our livelihoods. It was generally understood by employees that the employer had no responsibility to assure anything like continuity of their employment. The consequence of this was that it was not only the rule, but the habit of people to save for the rainy day. It was also the urge of the saver to risk his savings in order that his earnings might be enhanced and he could thereby build up a more secure backlog to see him over the rainy day, against which he was preparing.

Since World War I, there has been a diminishing respect for profits. There has been a softening of the urge in people to make a profit because of the increasing steadiness of employment, despite intervening depressions and because of social security programs.

This has all tended to make people, particularly salary and wage earners, belittle the need for setting aside funds for the rainy day to which I have previously referred. The failure to set aside funds has brought with it a lack of desire to achieve a profit on such

funds. Therefore, we see the blackening out of the profit sense of the workers as to the compensation for their own efforts and the thrill which comes with the investment of one's savings. Profit, the incentive which has underlain our remarkable industrial growth, has given the worker a job security that, paradoxically, has stifled his profit consciousness.

Unless you revive your own respect for the value of your own services and make a profit thereon—unless you conduct your own personal affairs profitably—how can you expect your superiors to respect your business judgment? As leaders of men, you must inculcate in those under you, the spirit of saving for investment by the force of your own example.

As a member of executive management, I have seen only too often the effects of the loan sharks on the work of individuals with steady salary and wage incomes. I have seen only too often, particularly among salaried people in supervisory positions, not the spirit of profit-making, but rather a groveling endeavor to meet the de-

mands of the finance company because they lacked the will voluntarily to live within their incomes.

Out of self-respect for ourselves, we should so discipline our personal affairs that, regardless of our income and the cost of living, we do make a profit on our efforts, so that we will no longer ask: "What is wrong with making a profit?"; but rather will we ask ourselves: "What is wrong with me for having failed to make a profit?" Show me the man who knows how to handle his own resources and I will point out to you the man who can be relied upon to make a profit for his employer.

Let us not be envious of the business or individual that operates at a profit, but rather, let us strive to emulate their examples, in order that our posterity may thank us for having been the preservers, rather than the destroyers, of the most successful free society that this planet has ever known.

Among those books that have unhappy endings is the family check book.



During Sangamo Electric Club's meeting when Burt Jones was recipient of Clubs "Oscarette" — John Galasse (left) and George Sangster. Fun soared high during "crowing" contest (see club news) left to right: Roger Wallace, Kenneth Pottorff, Reuben Brand, John Galasse.



When Formica Foremen's Club was host to Cincinnati city club—Wesley W. Carter, Formica engineer in charge of inspection, tells the visitors about various Formica applications, industrial and decorative, during group's plant tour.



Fact and Opinion

By The Editor

It's a bit chilly out on the "editorial side porch" these January evenings, but if you have a minute to relax a little bit after the day's work in front of our comfortable fireside, we'd like you to read a bit of worth-while meditation from Editor Tom Boyd of AMERICAN THERMOMETER—MERCURY of the American Thermometer Division of Robertshaw-Fulton Controls Company, Saint Louis, Mo. We are indebted, for the opportunity to present this guest editorial, to G. W. Graff of the American Thermometer Company Foremen's Association:

"With My Help . . . A presidential candidate campaigned on a plea for Unity—expressing his pride and confidence in the American people. Now we are not campaigning for any office but we liked the idea of pride in belonging to something great, the American people. It's pretty tough at quitting time, when arms and backs are aching and heads are dizzy after the day's rush to take much stock of pride. It's equally rough to locate pride at 7:30 in the morning when we would far rather be asleep. Yet many are proud at these times of day. Those who can point at their attendance records without shame must feel a surge of pride each day that they report for work on the bell. Those who put into their work the best they have must feel a sense of pride in a job well done that goes beyond the thought of their pay check.

"When you stop to realize that under our roof 460 people are working towards a common goal—the production of thermostats; that all 460 of us are pulling together and standing together on what we can and do produce; that for eight hours a day, five days a week, fifty weeks a year, year in and year out, we've kept working together; kept thermostats and thermometers, diastats and war products rolling out our shipping room door—rolling across the continent and across the world; don't you feel a sense of pride in helping to make it possible?

"It's tough to feel much pride in countless thousands of jobs we do when we are doing them. But when you look at the whole, when you get away from the forest so you can see the trees, it's not so hard. When we walk down

Clark Ave. past the company buildings let's step off from our usual mental forest and look at the trees. Let's forget for a moment the tedium of the day and look at the buildings from another slant. See that brick half way up the wall, well, say to yourself, that's one I laid. True the one next to it was laid by the stockholders of our company with the money they saved and invested in our company, and the one next to it, by the management, through their planning. However, I laid the brick I'm looking at just as surely as though I had put it there with my own hands. By my work, by using the tools provided by the stockholders, by using these tools as directed by management, by pulling together with management and the company stockholders, I have helped earn the money it took to put it there. I have personally helped achieve this building.

"Then look at the building again. See how many thousands of bricks are in it. Look inside at the complex and expensive machinery, the new locker room, the decent, clean working conditions. Think to yourself, 'all these too, I have helped to achieve through my work and cooperation. All this I have helped achieve. Without my help it wouldn't be quite what it is today. With my help it can be even better tomorrow.'

"If we are to be proud of the part we play in building our company we must feel a sense of pride in what our company is achieving. Well, let's try to get away from the forest of sales reports, financial statements, and production reports and get a good look at the trees again. Let's try to project ourselves into the kitchens in America around dinner time. Thousands of women rely on our controls to help them turn out good nourishing meals for their families. Let's take a trip to a neighboring hospital. The lives of incubator babies may depend on maintaining accurate incubator temperatures. They are often controlled by our thermostats. Americans are commonly supposed to be the 'bathingest' people in the world. A bath or a shave without hot water is not much fun. A line of hot water controls is made by our company. A multitude of people depend on our products daily. Our company's achievements lie in serving these people, in making life easier, quicker and better for them."

The American Management Association has issued Personnel Series Number 122 "Operating Under the LMRA" and "Relation of Wages to Productivity." The contents were presented at the Personnel Conference of the AMA held in New York in September. Subjects, of practical value to foremen and other supervisors, include:

- (1) "Union Thinking and Tactics Under LMRA"—By Leland Hazard
- (2) "NLRB Rulings Under The Labor-Management Relations Act"—By Theodore R. Iserman
- (3) "Relations of Wages to Productivity" (a Panel Session):
 - (a) An Economist's View By Leo Wolman
 - (b) A Management View I By Frank Rising
 - (c) A Management View II By John S. Bugas
 - (d) A Union View I By Solomon Barkin
 - (e) A Union View II By Mark Starr
- (4) "Management-Labor Policies and Economic Progress"—By David McCord Wright

The data and discussions presented could serve as excellent study material for foremen who are interested in broadening their knowledge of these vital plant subjects—available from AMA at \$1.25 per copy; address 330 W. 42nd Street, New York 18, N. Y.

The American Economic Foundation of which Fred G. Clark (contributing editor for MANAGE) is general chairman, recently employed the Opinion Research Corporation to check the beliefs of American teachers and clergymen about how American income is distributed.

The highlights of the survey are presented by Roving Editor William Hard in the December READER'S DIGEST: "How Is American Income Distributed?"

Not only is the article recommended for prompt reading and handy reference to men in management positions, but foremen should help to place it in the hands of influential and opinion moulding employees in their departments.

The misconceptions of many of our teachers and clergy, as disclosed thereby, are astounding—their influence is far reaching—and we should be alert to spread the facts in the interest of a more accurate understanding of how our American system is functioning. We suggest:

- (1) That when management groups or clubs have dependable economic speakers, they invite local teachers and clergymen as guests;
- (2) That such clubs or other groups request a small quantity of reprints of the "DIGEST" article—MANAGE has a limited supply—for "chain" distribution to "leaders" among employees in shop departments.

"Business executives who don't report company operations to their work-

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ers, or who issue reports workers can't understand, are helping to dig a grave for the American economic system they so loudly praise."

That charge was made by Fred G. Clark (chairman of the American Economic Foundation) as he announced completion of a study of workers' opinions about employee reports. Fifteen hundred workers were asked to describe the reporting practices of their employers and to rate a new "functional operating report" for employees on its clarity and information content.

The replies show that two out of every three workers who want reports do not receive them from their employers.

To test the clarity of reports now issued, all workers were asked to guess at the ratio of payroll to dividends in their companies. Nine out of ten workers who get no report, and eight out of ten who do, would not even hazard a guess.

"How in the name of common sense," asked Mr. Clark, "can we expect human beings to act right, when they haven't the facts needed to think right?"

The new-type report was rated "very clear and understandable" by 53 per cent of those who get no report, and by 60 per cent of those who do. Eighty-six per cent rated it as clear, or clearer, than the reports now issued by their employers.

All 1,500 workers questioned are members of the Macfadden Wage Earner Forum and have been selected on the basis of age, employment, geography and union membership to form a national cross-section of wage earners. None of them hold jobs classified as executive, professional, proprietor or white collar. Their voting intentions, forecasting Dewey's defeat, were announced a week prior to the election by Forum Director Everett R. Smith.

Executives who wish free copies of the "Universal Cabinets" report and the survey of worker opinion about it can secure them by writing the American Economic Foundation, 295 Madison Avenue, New York City.

Individual saving fortifies the individual's power of self-decision. If, as individual American citizens, we build our economic security for the future by setting aside some portion of our earnings, we are thereby doing much to preserve our individual rights to make our own decisions and determinations.

When we combine as a social group and attempt to legislate our future economic security, we thereby give up an equivalent of our individual right of decision. Some people call it individual liberty.

For example, if we work in industry, we have no power or right of decision today, whether or not we shall turn over a fixed percentage of our earnings, one per cent at present, to someone else (the administrators in the federal government) to handle for us. A few years ago we had not yet parted

(Continued Page 36)



The best way America can win World Peace, is to make itself so strong that potential enemies will know that they can never win a War.

☆ ☆ ☆

It is easier to swim up Niagara Falls than to promote the Brotherhood of Man by inciting class hatred.

☆ ☆ ☆

Only shortsighted men will trade their heritage of individual freedom for the mess of pottage called state-security.

☆ ☆ ☆

This is an Age of Power—Machine Power! Man Power!—But it is primarily an Age of Brain Power. The problems we face demand intelligent and human; not emotional or mechanical solution.

☆ ☆ ☆

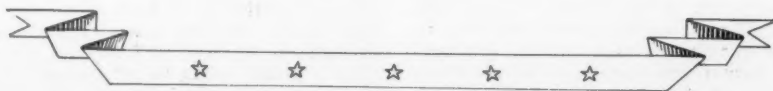
In moments of timid indecision remember that not even a turtle gets anywhere until it sticks its neck out.

☆ ☆ ☆

Our main consolation may be that when the Russian people become well-read, they will write their Red leaders off their books.

☆ ☆ ☆

Some people think that security is something that stands ready-made on the shelf of life. This is in line with the lazy man's creed: "The world owes me something for nothing."





DEVELOPING MANAGERS...Grow or "go".

"When the helping hand of management was placed on your shoulder and made you a foreman you became a management man. In any question, you are management . . . Someone opened the door of management for you. You can never truly call yourself a member of management until you have experienced the moral glory of opening a door for somebody else."

—"Pop" Crittenton



By
"Bill" Levy
NAF
Director
of
Education

A MEETING . . . IN DAYTON . . . CHANGES . . . MEN'S ATTITUDES (The Management Unity Seminar)

Men's Attitudes . . .

(A brief look back.) For four months now we have given you a running picture of what went on in the NAF Management Unity Seminar during the first four days and nights, using fictitious names but real characters and events. Most of the action centers around two men, Al Brown, maintenance foreman and Fred Stone, electrical foreman, who came at the request of their general manager. At the start they were antagonistic to each other and looked upon management unity and voluntary cooperation as hog-wash.

Their thoughts, expressions and actions portray vividly what can be accomplished with facts, square shooting and a wholesome environment. At the conclusion of last month's installment, they had mutually agreed to work cooperatively on management problems in human relations in their plant and went up to the hotel room of a Sem-

inar participant to take part in a pre-arranged bull session. They enter Russ' room.

"Hey, gang, look who's here," remarks Russ, who is the unofficial host since it is his room.

"Hello, Al, hi Fred," chorus the men who are lounging around the place. They are all at ease, having their coats off and in a few instances shoes, too.

"Make yourselves at home," continues Russ, "have a bottle of beer or mix yourself a high ball. As you might guess we are kicking the Seminar deal around and we just got started a couple of minutes ago."

Al opens a couple bottles of beer, hands Fred one and relaxes in an overstuffed chair. Fred finds a comfortable spot a few feet away on the edge of the bed. They light up smokes and look over the situation.

There are nine men in the room. As Al looks over the group he notes that they are mostly foremen but there is Earl, superintendent in a steel plant; Steve, who is a general foreman from Detroit; Dick, a training director from the East and Frank who is a vice president in charge of manufacturing. Al thinks: "It's funny how tough it is for me to remember the titles of these fellows after four short days. I feel like I've known them for a long time and they accept me as a friend. It kinda makes me feel good inside. I think I even had Fred pegged wrong all this time. He's sure fooled me the last couple of days. . . ." His thoughts are broken for a moment by Steve who is in a chair next to him.

Steve says: "I've sure changed my mind about some things this week. On Monday night I told some of you that I thought most of this was hokum. Particularly that idea that management operates most effectively through unity and cooperation and that you can get better cooperation by more understanding of the men around you. In our place we believe in knocking guys around a little if you want to get along with them. We feel that you've got to operate on the basis of force and pressure if you're going to get things done and keep your schedules up. I'm con-

vinced now that there is a better way and when I get back I'm going to do something about it. First, I'm going to tell the old man how I feel and then I'm going to suggest that he send a couple of other guys down here. I think we can sell this deal to all our fellows. Hell, it's what they have been asking for."

"You're right Steve, I feel the same way," comments Earl. "Our business is steel and we always figured that you've got to be tough. When we were talking the other day about basic wants of foremen and workers—recognition, salary, security and a couple of other things—and that many of our human relations problems developed because we failed to recognize this and do something about it—I kept thinking—Hell, they aren't wants, they're just alibis. Now I believe I changed my mind. I think the best thing we can do in our company to meet these wants is to start a management club with everybody in management taking part. It's going to be a terrific job and it will take a long time but I think it is worth it. We've been missing a bet."

Al looks over at Fred who is very much wrapped up in the discussion and as their glances meet they wink as though to say "This is all right. I'm glad we came."

The ball is picked up by Jack who remarks: "When I was back at the plant, I felt like I was being squeezed between two stones. The top boys would ride my tail about production and a hundred and one other things until I thought I was nuts to take the job of foreman. On top of these headaches, I had the union steward in my hair every time I said boo to a worker. One side said more production, the other side said slave driver. Personnel department, quality control, safety engineer, grievances. Man, I'd go home at night and my head would be buzzing. I'd take it out on my wife, my kids, my neighbors and my workers. I was beginning to hate myself. I thought the super and the big wheels were giving me a raw deal. I felt sorry for myself. But I feel a lot better now. I think I have a better understanding of why many of these things appear to be as they are. And I know that the blame rests at least partly with me. I wouldn't give up this week for a month's pay and you know I'm not quick with a buck."

A slow fever of excitement tempered by a mutual bond of understanding appears to fill the room. Jim who has taken a lot of good natured ribbing from the fellows in the past is talking. His words pour out like water from a rain spout: "In our oil company we have maintenance men and supervisors in the same Union, a precedent established over many years. I couldn't see how the purpose of the Seminar would apply to us. I wasn't able to understand my relationship with labor and I didn't feel that I represented management in their dealings with labor. Now I feel like I have a new slant on the whole deal. In the first place I'm much

clearer on what my relationship with labor ought to be and as a member of management, I think I definitely should represent them with labor. This much I know. I've got a tough problem to overcome but I'm sufficiently convinced of the need for unity in management that I'll work like blazes to try to bring it about as soon as possible. We'll have a management club in our plant sometime in the near future."

Fred looks over at Al and is about to say something when his attention is shifted to Frank, the vice president in charge of manufacturing, who in his deliberate manner of speaking expressed himself to the group. Up to now he hasn't said very much although he has been well received by the gang. He starts: "I'm one of the big wheels you fellows refer to from time to time and believe me this has been a real education. Up to now I almost thought I had to dominate every situation in which I was present and could not afford to be contradicted. I like my foremen and superintendents but didn't think they had a sufficient grasp of business principles and management problems to make their own decisions. Throughout this week I have felt a slow but steady change taking place in my thinking as I began to get a better understanding of how foremen and other management men can work together in solving management problems to our mutual benefit. I think I have greater confidence in the ability of my men than I have before and feel that talking with them can work out many of the problems that I have tried to carry on my own shoulders."

The men are impressed by Frank's remarks and Russ chimes in: "It's association with fellows like you, Frank, that has given me an entirely new slant on the top management of my own company. When I was back home, many of the foremen including myself lacked confidence in our top management. We felt that they had walled themselves off from us and lived in a world of their own without any concern for how we felt. Now I can honestly say that I have a little better understanding of why they act as they do. I don't think we have given them quite a fair shake in trying to understand their problems and we haven't been sufficiently receptive to their attempts to know us a little better. I realize that they are people just like us and if we can get to know them and they in turn to know us a little better, most of our mountains will turn into mole hills. I'm itching to get back and find out whether I can't get the other fellows to feel the same way I do."

Several men are trying to talk as one and there are little groups of discussion going on around the room. After a minute or two the discussion subsides sufficiently so that one man, Dick, the training supervisor has the floor. He is quite a talkative individual but up to now has been speaking in generalities during the Seminar and the men haven't paid too much attention to him. He starts off: "I'll be hon-

est with you fellows. Up to today I only had a vague idea of what the Seminar principles were all about. This question kept running through my mind all week. What does the NAF philosophy of unity and association have that we can't duplicate or do better through training? I think I have the answer to my question now. I definitely feel that before any training can become effective we are going to have to eliminate friction and barriers in management through a club made up of all levels. We can't have effective training unless we have confidence and cooperation throughout the plant."

Everyone has spoken up to this point except Fred and Al. Fred who has been giving the matter a great deal of thought pitches his feelings with the remark: "Our company has had very strong union thinking among the foremen. We felt we got a pretty raw deal in many cases and the fellows wanted some way to get a voice to the ear of top management. In fact, I served as an officer of a group set up for this purpose. Inside I was still loyal to our management team and the other deal felt unnatural to me. I wasn't satisfied with this apparent split of the management team but felt powerless to change the situation. I think I'm more optimistic than I have been in the last ten years and I'm going to try to work out a definite plan of action with Al so that when we get back to Detroit we can do something to help the men get what they want and yet in doing so work for the common good of everybody in the company."

Al carries on saying, "I was one of the men who was responsible for the situation Fred has been talking about. When I came here my mind was definitely set then that no one was going to get me to sell my buddies down the river. I've been with the company a good many years but I'd rather lose my job than to do something to hurt the fellows who have confidence in me. I'm convinced now, though, that this management club idea is a much better deal than what we had operating and I'm going back to resell my buddies, because I believe it will work. They trust me and they know I don't lie to them. I think that we can develop management unity and promote harmony in our plant that has never existed before. If top side is sincere and are willing to do their share in carrying out this idea, I think it would be the greatest thing to ever hit our plant. I'm anxious to get back and start to work."

The session carries on to the early hours of the morning. An indefinable something has taken place. Call it spirit. Call it what you will but these men have the fever, the bug to do something. These are truly inspired men of management.

Al and Fred slip out before the gang breaks up so that they can talk over their plan for tomorrow. The amazing transformation has taken place with these men during the week. They are getting together voluntarily to develop

a plan of action to get the men of management in their plant welded into a harmonious working team. The lion and the lamb lie down together when the purpose and spirit is sufficiently strong.

(To Be Continued)

Welfare Panel Meeting New Members



HELPS and HINTS . . . For Management Clubs and Their Members

"Friend X"

We are indebted to the Le Tourneau Vicksburg Club for this idea which could be used effectively by any of the NAF affiliates . . .

Wouldn't it be a grand thing if we could have every management man in our plant feel that someone was keenly interested in his personal welfare throughout the entire year. I mean to the extent of sending him get-well cards, birthday cards and a gift, a present and a send-off at Christmas. About the only mail that most of us get is a bunch of bills and it would be nice to be surprised with something pleasant for a change, particularly if we didn't know who was doing it. Well, you can do just that with a "Friend X" program. Let's see how it works.

Joe is in charge of the "Friend X" program at the plant and he is the only man who knows the identity of your "Friend X." From the club files and the personnel department Joe gets the addresses and birthdays of every club member. Right after the Christmas party (everyone is feeling kindly towards his neighbor—and you know it is a shame we can't keep that feeling throughout the year) he talks to each member and gives him the name, address and birthday of the man in the club for whom he will be "Friend X" during the next year.

One of the men has been notified that he is "Friend X" for Jack Brown. In the spring, Jack is off work for a week

with an infected foot. He is visited by members of the Welfare Committee but his family gets a particular bang out of a humorous "get-well card" signed "Friend X." They try to figure out who it can be Jack's oldest daughter, Mary, graduates from high school, an event of which he is justly proud, and she gets a congratulatory card from Jack's "Friend X."

And so through the year. On his birthday, Jack gets a card and a gift (should not exceed a couple of bucks). Again, it's his "Friend X."

The Christmas party is an especially big event because you see that it is one of the occasions when the ladies attend and we are going to find out the identity of Jack's "Friend X." At the party Jack gets an inexpensive humorous trinket—in this case a piggy bank—and a poem written in the first person, prepared by his "Friend X," which he has to read to the club. It tells how as a mighty hunter he tramped the hills looking for wild hogs but winds up with a jug of "mountain dew" instead. Of course, this wasn't the story that he brought back to the plant. Jack is a good sport and everyone gets a big kick out of it. During the course of the meeting he is told that Dick Jones was his "Friend X" and has an even higher regard for him than he did previously.

Do you think this could be done in your club?

"Why Do We? Why Don't We?"

Cooperation is a combination of confidence and understanding. If we can somehow develop even more than at present an environment of confidence and understanding in our plant (I know we all think our plant is mighty good in this respect) there would be no limit to our productive ingenuity and effort. Then we could honestly say "over our plant there hangs an invisible sign which tells us that this is the finest place in the world to work."

There is no miraculous short cut or panacea. One thing that seems to help in this direction, however, is the type of monthly meeting described at a Seminar by a club in Louisville and another in Buffalo. It's the "Why Do We" or "Why Do We Why Don't We" program.

At least one meeting a year is set aside for members to present questions, written and anonymous, which start with "Why Do We" or "Why Don't We" do this at our plant. These are collected and sorted by one of the members who has been designated as the moderator or discussion leader for the panel discussion which is to follow the dinner and the business meeting.

A panel made up of three or four company executives (the plant manager, production, industrial relations, controller, engineering, sales, etc.) takes the questions directed to them by the moderator and they give the best reply of which they are capable. It is then thrown open to the members for discussion. It is amazing what comes out of these sessions of a positive and constructive nature. It is not and must

not be a gripe session. We find that foremen and other men in management are genuinely interested in pitching for the common good of the company and will offer suggestions and ask questions for clarification as long as they feel that what they have to say is seriously considered by the company. Remember, there are no "foolish questions" as long as a man asks them with sincerity.

"Greetings, Young Fellow"

Jimmy Wilson has been a foreman for about two weeks now and he takes his work very seriously. Yesterday, ill, the electrical foreman, approached him and said:

"Jimmy, are you familiar with our management club?"

"Yes, I hear the fellows talking about it when we get together in the cafeteria for lunch and I've read about it in the plant paper."

"Well, we think you've got a lot on the ball and would like to have you join the club. I'm not trying to pressure you or sell you a bill of goods, but how would you like to attend the meeting next Thursday night at 6:30 as our guest and then give me your honest opinion of whether you think it's a good deal."

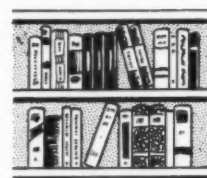
"That's fair enough. I'll plan to be there."

Jimmy has talked over with his wife, Mary, whether to join the management club. Not that he doesn't feel capable of making up his own mind, but he has found her pretty sound in her judgment in the past and this would take him away from home for a couple more nights a month. She thinks it's a pretty good move but they decide to reserve judgment until he attends the meeting on Thursday.

Slicked up and wearing his favorite dark suit, Jimmy arrives at the hotel about 6:20 with mixed feelings. He knows a lot of the fellows, particularly those from his department, but he wonders how they will act away from the plant. He walks up the steps to the mezzanine floor and is immediately taken into tow by "Pop" Johnson, a youngster of 62, who is wearing a badge with a ribbon marked "Booster". "Pop" pins a guest badge on Jimmy and introduces him to several of the small groups which are now beginning to gather. In a kidding way "Pop" manages to say something nice about Jimmy and his work in each case. Everyone is very friendly and Jimmy is impressed with the way fellows mix regardless of department or title. At dinner "Pop" sits next to him and on the other side is the "super" of the foundry. After the meal and during the business session "Pop" introduces him to the audience. The same thing is done by other "Boosters" who have guests with them. When the meeting is over "Pop" chats with him a few minutes and then says good night.

Back home that night Jimmy and Mary are talking about the meeting and he says, "You know, Mary, at home when I take off my shoes, sit in my easy chair and light up a smoke, I feel like I belong. "Pop" gave me

that same feeling tonight and I'm going to see Bill to get an application form for club membership."



NAF LIBRARY

NAF TRAINING LIBRARY

As an adjunct to the NAF Traveling Library we have developed a Training Library consisting of successful management practices used by hundreds of plants around the country. The original list includes over 300 programs. These range from a one page mimeograph description to several bound volumes and cover a great variety of areas. A bibliography of the material contained in our library has been issued to each club and may be obtained upon the request of your club president or chairman of your Educational Committee.

This service is free to all members and the material is available on a 30-day loan basis.

For your information and as a supplement to the NAF Training Library listing previously mentioned, we include a review of some of the latest additions.

PUBLISHERS AND PRIVATE SERVICES:

AMERICAN MANAGEMENT ASSOCIATION
330 WEST 42nd STREET
NEW YORK 18, NEW YORK

"A Technique for Enlisting Employee Cooperation in the Improvement of Administration."
By Henry H. Farquhar
Employees possess a wealth of ideas; all that is needed is an open channel to release them.

"What's Your Management I.Q.?"
By Ellis H. Woolley
A test for operating Executives, Supervisors and Foremen.

"Training Foremen in Human Relations."
By Robert A. Sutermeister

"An Outline of The Supervisor's Job."
By John M. Pfiffner

"Self-Analysis Quiz for Supervisors and Executives."

By Rexford Hersey
Here is a test which meets this problem by enabling the supervisor or higher-level executive to test and score himself on his knowledge of some of the basic functions of his job.

"A Pattern for Improved Supervisory Leadership."
By John M. Pfiffner

"New Patterns of Employee Relations."
Top Management Planning for Employee Relations; World Labor

PRENTICE HALL, INCORPORATED
NEW YORK, NEW YORK

"Strengthening Management's Channels of Communication."
Factors in Industrial Peace; Management-Worker Cooperation; Speaking Effectively to Employees.

"The New Key to Employee Teamwork"
A Directory to Labor Problems.

"Getting Along on the Job"
By Elmer Wheeler

"It Pays to Think Things Through"
By William J. Reilly

"3 Ways to Get a Kick out of Your Job"
By William J. Reilly

"It's Bound to Get Around—What Kind of Person Are You"
By William J. Reilly

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"How to Step up Your Human Relations"
By William J. Reilly

"Business Letters and How to Write Them"
Reprint from the Business Executive's Handbook.

INDUSTRIAL PROGRAMS:

AMERICAN CAR FOUNDRY CO.
HUNTINGTON, WEST VIRGINIA

"ACF Supervisory Training Program"
Training course comprised of eight subjects
which fully cover the principles of foremanship.
Course conducted August, 1948.

AMERICAN CAST IRON COMPANY
BIRMINGHAM 2, ALABAMA

"Our Job at ACIPCO"
The booklet is written with the objective of
familiarizing the employees of Acipco with the
Egan Plan and enable the employee to be-
come better acquainted with the Company.

STANDARD OIL OF NEW JERSEY
NEW YORK, NEW YORK

"How to Fail as a Conference Leader"
The Esso Training Center issues this booklet with
incorrect way of conducting a conference and
then notes on how to correctly lead one.

INTERNATIONAL HARVESTER COMPANY
CHICAGO, ILLINOIS

"Fundamentals of Foremanship"
A training program for Foremen and Supervisors.
Contains charts which demonstrate conferences.

THE TIMKEN-DETROIT AXLE COMPANY
DETROIT, MICHIGAN

The Timken-Detroit Training Institute.
Training and Development Courses Offered.
Catalog Issue 1948-49.

HENRY DISSTON & SONS
TACONY
PHILADELPHIA, PENNSYLVANIA

Our Job at Disston's
Induction as new employee.

PUBLIC SERVICES:

UNIVERSITY OF ILLINOIS
EXTENSION DIVISION
GALESBURG, ILLINOIS

"Report of Pilot Study Phase of Hospital Re-
search and Recommendations from Advisory
Committee on Supervisory Training" January,
1948.

UNITED STATES MARINE CORPS
INDUSTRIAL RELATIONS OFFICE
MARINE CORPS SCHOOLS
QUANTICO, VIRGINIA

Work Improvement Program
A course conducted by the Marines for their men.

ASSOCIATIONS:

GREATER PORTLAND MANAGEMENT
CLUB
PORTLAND, OREGON

"SuperVision"
Proceedings of the 3rd Annual Conference of
the Greater Portland Management Club. March,
1948.

NATIONAL ASSOCIATION OF FOREMEN
"Proceedings—4th Annual Educational Direc-
tors' Conference."
A transcript of speeches, conferences, general
meetings and other highlights held in St. Louis,
1948.

HUBER FOREMEN'S GROUP
Self Training Program

MIAMI VALLEY PERSONNEL
ASSOCIATION
DAYTON, OHIO
Proceedings of Southwestern Ohio Personnel Con-
ference, April 30, 1948, Dayton, Ohio.

HAMILTON FOREMEN'S CLUB
HAMILTON MANUFACTURING COMPANY
TWO RIVERS, WISCONSIN
NAF Code of Ethics for Foremen

LOUISVILLE AREA FOREMEN'S ASSN.
LOUISVILLE, KENTUCKY
Proceedings of Second Regional Conference,
Zone E, November, 1946.

MARION FOREMEN'S CLUB
MARION, OHIO
Collection of meetings held March, 1945, and
July, 1946.

Female voice over telephone: "Hello,
is this the Fidelity Insurance Com-
pany?"

"Yes, ma'am."
"Well, I want to speak to someone
about having my husband's fidelity in-
sured."—Clark News.

MANAGE January 1949

Men of Management



W. J. Mowery

AS we recollect, it was Bruce Bar-
ton who once said: "If you can
give your son only one gift, let it be
enthusiasm." While Willoughby J.
"Bill" Mowery, foreman of The Colum-
bus Auto Parts Company, apparently
was endowed with more, his enthusi-
asm stands out above all the rest and
we know of no more important char-
acteristic than enthusiasm if the prob-
lems enmeshing foremen today are to
be resolved.

Bill Mowery is not a writer. He is
of the shop. But MANAGE persuaded
him, with consent of his company, to
undertake several writing assignments,
feeling that his rich experience in the
shop, his understanding of foremen
problems, his many and varied activi-
ties in junior management work, and
his infectious enthusiasm were far more
important to what he may have to say
than the way he may say it. So Bill
Mowery is welcomed warmly as a con-
tributing editor of MANAGE. His first
attempt, in this number, was produced
with a great deal of misgiving on his
part. As you become more familiar
with him, you will recognize and warm
up to his "stuff" because it has about
it the "aroma" of the shop. Whatever
Bill comes up with, we hope he will
never try to be a "writer," but rather
stay with the familiar vernacular of the
shops in American industry.

Born in Logan, Ohio, in 1906, Bill's
schooling was had there except the last
two years in high school when he at-
tended North High in Columbus and
from which he was graduated. In or-
der to complete his high school educa-
tion, he found it necessary to work in
his spare time—as a newspaper dis-
tributing station manager for the CO-
LUMBUS CITIZEN. After graduation
he became a district manager for that

daily. Today, he frequently comes
across one or another of the men who
as newsboys were supplied from his
station.

He began with Columbus Auto Parts
in 1928 as a workman and since then
his progress has been steady, later be-
coming a foreman whose responsibili-
ties have been increasingly broadened
through the years.

A charter member of The Foremen's
Club of Columbus, he missed only one
meeting in that organization's nine
years—served on its various commit-
tees, held all the elected offices, having
been president in 1944-45 when the
club won national achievement honors
—is presently member of its Advisory
Committee. Originated the "booster"
set-up now widely adopted by man-
agement clubs in America. Bill organ-
ized the shop club in his own company
of which he is educational director and
advisory board member.

He has appeared as a speaker before
other management clubs and partici-
pates in the Unity In Management
Seminars of The National Association
of Foremen. He is a member of the
York Lodge of Masons and the Evan-
gelical United Brethren Church.

Married, the father of one daughter,
Barbara, now in nurse's training, the
Mowerys live in Columbus from which
Bill less and less frequently is able to
sally forth for a little hunting because
of the pressure of committee and board
meetings—and now, there's the job of
turning out something for MANAGE.

The Foreman's Round Table

THE "MISSUS" BEHIND THE FOREMAN

Our first annual Ladies' Night was a
huge success. A Ladies' Night is really
considered a strictly social affair. How-
ever, it does serve as a stimulant for
better foremanship in an indirect man-
ner.

There are those who believe that
their business problems should not be
carried home to their wives, or that the
women should confine their interests
to other fields. This may be a good
point in some respects. However, there
are many supervisors who like to re-
view their troubles during the evening.
They've got to have a listener. Even
though the missus is not expected to
come up with a solution, the mere fact
that hubby got it off his chest makes
him feel much better. And, who knows,
in a different environment than the
factory or office, he may come up with
a solution while discussing the prob-
lem.

Another factor is man's vanity. The
foreman who likes to discuss business
problems, also enjoys talking about his
achievements. Many a supervisor ac-
complishes something during the day
which he thinks is extra special; but



"Guess who was made foreman today, dear?"

he gets no thanks or appreciation from his supervisor, who considers it all in the day's work, and part of the foreman's job. That's what he's getting paid for. So, hubby goes home to the better half and chestily relates his accomplishments to her.

There is nothing so deflating as a woman who has her mind on what to get for supper tomorrow night, and is not at all interested in business. That's where Ladies' Night comes in. By setting aside at least one night a year for the wives or sweethearts participation, they are automatically made a part of the organization, and they feel that they belong and thereafter show a certain interest in the husband's business affairs whenever he cares to speak about them. The "Jimmy Joneses" and the "Bobby Browns" he has been speaking of are no longer just names, but men she has met. She can picture them and their characteristics.

The interest of the wives and sweethearts enables a foreman to return to his job the following day full of pep and inspiration. Lack of interest merely gives him that feeling of being in the same old rut, nobody cares, and to h—l with it!—Earl F. Jarvis, Olson Rug Company, Chicago, Illinois.

NAF CALENDAR

Feb. 7	Management Unity	
thru 11	Seminar	Detroit, Mich.
Mar. 10,	Board of Directors	
11	Meeting	Tulsa, Okla.
Mar. 12		Regional Conference— Tulsa, Okla.
Mar. 19	Area Regional Conference	Newark, Ohio
Mar. 21	Management Unity	
thru 25	Seminar	Dayton, Ohio
Sept. 22,	26th Annual Convention,	
23-24	National Association of Foremen	Detroit, Mich.

Daughter of first film star: "How do you like your new father?"

Daughter of second film star: "Oh, he's very nice."

Daughter of first film star: "Yes, isn't he? We had him last year."

BUSINESS NAF BUFFALO MEETING

PRESIDENT B. A. HODAPP was welcomed back to the quarterly board meeting following his recent absence due to illness. Highlights of the meeting:

Importance of sending to headquarters monthly *Activities Reports* by all clubs was stressed. Directors' cooperation was requested. Possible changes were discussed for next year in *point system* used in determining winners of achievement awards.

Increased participation in the *Scholarship Award program* was sought; those granting scholarships were urged to call more public attention to these activities.

Board voted to transfer Missouri from Zone C to B; Arkansas and Louisiana from Zone E to B.

Considerable discussion was given to financing the national organization. A *Company Investment Plan* for meeting immediate needs was approved. The Ways and Means Committee reported on the 1948-49 budget; board was enthusiastic in approving the measures taken to bring the NAF financial operations into balance.

Plans for the 1949 NAF Convention to be held in Detroit, September 21-24, were discussed; special arrangements for entertaining wives of delegates. Registration fee \$10 for NAF members, \$15 for non-members. Board approved holding the 1951 convention in Chicago, where the 1950 meeting will also be held.

Suggestions were made for getting *MANAGE* on reading tables of schools and public libraries.

Due to revised budget, Manager J. E. Bathurst announced a *redistribution of staff men*. Roy Bell, area manager in Zone A; J. V. Kappler, headquarters in Zone B—responsible for Illinois (except Chicago and vicinity) and Iowa, in addition to Zone B. Clarence Akridge, headquarters in Chicago but will, with the headquarters' staff, service remainder of Zone C and Zones D and E. Directors asked to assist as much as possible in club service.

Revision of the constitution and expansion of the executive committee was discussed.

Indoctrination seminar conducted for the 32 new directors met with an enthusiastic reception; many of these directors are planning *Code of Ethics seminars* in their areas.

Board approved offer by W. E. Landis of Briggs Manufacturing Company to sponsor an NAF Bowling Tournament in conjunction with National Industrial Bowling Tournament, also sponsored by Briggs, in Detroit in March. Detailed information will be forthcoming from Detroit soon.

A proposal was made that clubs hold *training courses in parliamentary procedure* for officers and interested members. Board will hear discourse on Robert's Rules of Order at the March meeting in Tulsa by Roy Bryant, NAF Parliamentarian.

Board instructed Dayton office to *economize on paper work and correspondence* in line with recent survey.

Nine new clubs (with 694 charter members) were approved, bringing total clubs to 318, total membership to approximately 38,500. The new clubs reported potential membership of several hundred more. Those approved and number of charter members:

Carrier Foremen's Club, Carrier Corporation, Syracuse	150
Fruehauf Trailer Co., Los Angeles	38
Douglas Management Club of Santa Monica (California)	40
Chicago Dixie Cup Management Club, Dixie Cup Co., Chicago	32
The Foremen's Club of Post Cereals, Post Cereals Division, General Foods Corp., Battle Creek	151
Tacoma Management Club, City Club, Tacoma	50
Tool Steel Management Club, Tool Steel Gear & Pinion Company, Cincinnati	30
Colonial Foremen's Club, Colonial Radio Corporation, Buffalo	55
Yorkville Works Management Club, Wheeling Steel Corporation, Wheeling	148
Buffalo meeting was attended by 71 of 101 board members, representing 23 states.	

There are those who think when all else fails, the government will have a solution to the worse problems. An old gentleman who took particular pride in his lawn was distressed at the increasing number of dandelion plants he dug up and threw away. He worked the entire summer and failed to get rid of them. He tried everything he could think of, and all the suggestions of his friends but the effort seemed futile. The dandelions were getting ahead. Finally, in desperation, he wrote to the Department of Agriculture of the United States; told them what he had done, and begged them to give him a way to save the lawn he cared for so much.

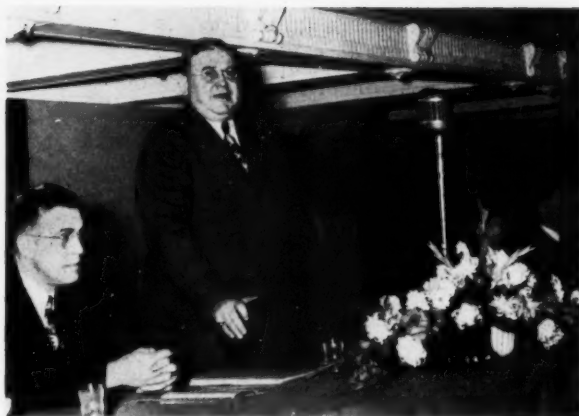
In due course, the answer came. The Department of Agriculture suggested that he learn to love the dandelions, too.



Wood County Foremen's Club (Parkersburg, W. Va.) when groups were guests of Quaker State Oil Refining Company—here inspecting extraction unit.



Conference Leader Sidney Hanneman of American Brass opens the afternoon meeting.



Honorable Bernard J. Dowd, mayor of the City of Buffalo, welcomes the large assemblage.

BUFFALO AREA THIRD REGIONAL CONFERENCE REFLECTS NAF GROWTH

By W. N. Whitney

Pratt & Letchworth Company

PRECEDED by the quarterly meeting of the NAF Board of Directors, attended by 71 members from 23 states held earlier in the week, the Third Regional Conference for Foremen and other Management men in the Buffalo area industries, was held under the auspices of the Clubs affiliated with the Western New York Foremen's Association, at the Hotel Statler in Buffalo, New York, December 4, 1948.

From the time Sidney Hanneman, conference chairman, opened the meeting at two in the afternoon and introduced the Honorable Bernard J. Dowd, mayor of the City of Buffalo, to the last cheer for Henry J. Taylor, internationally known author, economist and commentator, who thrilled his audience as only he can, there was never a dull moment in the very complete program arranged.

Growth Of The Area

When the first conference was held three years ago, under Conference Chairman Bernard L. Howe, now manager—Harrison Radiator Division, General Motors, Kenington Plant, there were four clubs.

Two years ago the second conference was held under Conference Chairman Alan Thompson, now works manager of Pratt & Letchworth Company, Buffalo, there were seven.

This year, the third conference was held with twelve clubs participating, representing close to 1200 members. Truly a remarkable growth, a tribute to the NAF itself as well as the able groups representing these clubs.

Headquarters Folks Attend

Besides Mr. Bathurst, Mrs. Jean Adams and William Levy were up for both the meetings and everyone was happy to see President B. A. Hodapp able, after his recent illness, to wave to everyone from the speaker's table at the evening session. T. A. McCann, Sylvania Electric Products Corporation, Emporium, Pa. and vice-president in charge of Zone D, which embraces the



Roger A. Newton, chairman of the Program Committee—a standout job.

Buffalo area, was very enthusiastic and proud of his charges.

Besides the regular membership, every large industry sent representatives and it is a foregone conclusion that the directors in this area will be busy giving more information about the NAF and securing applications for club memberships.

Present Directors in this area are: Alan H. Thompson, Pratt & Letchworth Company, Inc.; Sidney Hanneman, American Brass Company; John Sess, Worthington Pump & Machinery Co.; Donald Clayton, Carborundum Company, Niagara Falls.

Afternoon Conferences

George A. Jacoby, director of the Personnel Services' Section of the Personnel Staff of General Motors, opened the afternoon sessions with a splendid talk on "Responsibility—a Challenge to Management", after which the more than seven hundred present broke into groups intent upon hearing their choice of the very fine speakers procured: Jennings Randolph, assistant to the president, Capital Airlines, Washington, D. C.; Wilbur Burns, senior quality control analyst, Harrison Radiator Division of General Motors, Lockport, N. Y.; James E. Bathurst, Ph.D., manager of NAF (Dayton); Dr. Arthur Secord, director of adult education, Brooklyn College, New York City; William H. MacKay, personnel manager, Dunlop Tire and Rubber Corporation; and Joseph H. Quick, vice-president in charge of operations, Colonial Radio Corporation, Buffalo, New York. (over)

Henry J. Taylor Speaks

At the dinner meeting attended by over six hundred, Henry J. Taylor not only lived up to his reputation, but actually surpassed himself. Using China as his topic, in the short time in which he spoke, he gave innumerable and interesting facts about present China conditions and was able to answer the questions in a manner that further emphasized his vast knowledge of the subject.

Credit to Everyone

While no one man is entitled to all the credit for the success of the Conference, to Conference Leader Sidney Hanneman goes an orchid for his all around leadership and another goes to Roger A. Newton whose skill in setting up the rather remarkable program sets a pace that will make it difficult for succeeding program chairmen to equal.

Committee Chairmen were: Program, Roger A. Newton; Arrangements, William Weinreich; Registration, Sidney Hanneman; Entertainment, T. R. Compton; Finance, John Barnhart; Dispatch, Paul R. Schultz; Reception, H. W. Mitchell.

"We, the readers"



Editor:

On the occasion of our fourth annual banquet, the Supervisors Forum of Detroit, presented Mr. Constantine Eugenides, a student of Wayne University, with a \$100 scholarship award. Mr. Eugenides' essay, "The Merits of a Democratic Free Enterprise System," was judged to be the best of some 30 essays submitted in the competition.

It seems to me that the paper is of sufficient merit to warrant publication in *MANAGE*. This might accomplish two things: (1) create further interest in our local award and in the awards presented by NAF affiliates throughout the country, leading to greater participation; and (2) serve to highlight the broad scope of NAF activities, leading to a keener appreciation of our aims by members and non-members alike.

Through the decades, all leaders have maintained that the hope of the country and of the world depends on vigorous and intelligent youth. Now, some leaders are deploring the real or imagined "leftist" leanings of students in our colleges and universities. What better example do we have of our belief in a democratic free enterprise system and of our efforts as an organization to maintain this system? We can show, perhaps by implication only, that the NAF is interested not only in the

development of present management persons but also in the management people of tomorrow.

I think the NAF is offering a great service to the country in this one respect alone. Let's blow a lusty fanfare so that others might appreciate and become actively interested in our "cause."

George U. Callens
Publicity Chairman
Supervisors Forum of Detroit

Because we should probably be

DAYTON CLUB WINS CIVIC AWARD

FOREMAN'S CLUB OF DAYTON—The Dayton Chamber of Commerce publicly acclaimed the civic efforts of our Club and sent its Secretary, Elwood Zimmer, to present to E. W. Cochran, club president, a beautifully embossed and framed plaque. It bears the following inscription: "In recognition of outstanding service rendered to the Community during Remember Others Week this testimonial is presented to The Foreman's Club of Dayton. Cities are built by men and women endowed with vision and imbued with a spirit of service, exemplified through forgetfulness of self and consideration for others."

"Such a spirit of service was meritoriously displayed by the recipient of this testimonial, whose contribution to the common good, in the Remembrance Week observance, has enhanced Dayton's reputation as a friendly and neighborly community."

The testimonial was awarded to the Dayton Club in recognition of its sponsorship of a "Courtesy Court." This court was held on Saturday morning, the closing day of "Remember Others Week" and was presided over by the "Police Court" Judge Paul Sherer. During the week traffic officers, and others specially designated, looked for persons who were exemplifying deeds of courtesy and kindness in behalf of others. These persons were then given a "courtesy citation" urging their presence in "Courtesy Court." Judge Sherer listened to the case, allowing the person who had issued the "citation" to explain the deed of courtesy that had been performed. The Judge then ruled on the case, and contrary to the usual system of assessing a fine, he awarded the person cash in varying amounts according to the measure of the deed.

This "Remember Others Week" was probably the first of its kind ever held in the nation. The plaque was awarded in competition with many other organizations.

In the same meeting, President Cochran of the Dayton Club, presented a colorful hand painted testimonial to retiring president Harold Williams in appreciation of services rendered to the club during his administration.

QUEENS COUNTY FOREMEN'S CLUB—The Club was addressed on "Industrial Engineering in Industry," by Charles H. Gleason of Great Neck,

obliged to publish similar winning essays, forming the basis of NAF scholarship awards in many management clubs over the country, we must of necessity deny ourselves the opportunity to publish Mr. Eugenides' article, excellent as it is. But the thoughts Mr. Callens has expressed in support of his suggestion will serve better than either the winning article or anything we can add to create a better understanding of NAF thinking and objectives.

assistant to vice president in charge of operations, Sylvania Electric Products Co., Inc., at meeting held in the Queensboro Chamber of Commerce Building, November 8.

The meeting was attended by 100 foremen from Queens County. The subject on how the industrial engineering helps to set up work methods, plant layouts, and job evaluations was well received.

The meeting was presided over by Marius H. Poncet of Bayside.—J. Szabo.

ACME MALLEABLE FOREMEN'S CLUB—The speaker at the November meeting was Harry Coopland whose talk on "Loyalty" was both instructive and humorous.

The Educational Committee, under the leadership of Neil Dunning, is sponsoring a series of training sessions in Basic Industrial Engineering covering Time Study Practices, Use of Synthetic Time Values in lieu of Time Study, Method Improvement, Plant Layout Work and Job Evaluation. These meetings are planned for a period of 12 weeks beginning November 29.—Edwin Hempel.

TOOL STEEL MANAGEMENT CLUB—First meeting of the "Tool Steel Management Club" was held November 27 at the Hotel Alms, Cincinnati. The meeting was preceded by cocktails and a delicious buffet lunch.

President Roy Moore then introduced Wm. "Bill" Levy, educational director of the NAF as speaker of the evening. His informative and entertaining talk



Elwood Zimmer (right), secretary Dayton Chamber of Commerce, presents testimonial for outstanding civic and community efforts to The Foreman's Club at Dayton—Club President E. W. Cochran accepts.



Congratulations to group of Illinois Central Railroad supervisors who recently completed supervisory training program and became so interested they requested and completed a post graduate course. Here during award of certificates at Chicago's Stevens Hotel, left to right (seated): Lee Robinson, supt. Diesel power & shop machinery; F. P. Dugan, district storekeeper; J. E. Marti, general electrical foreman; J. R. Ives, foreman; John D. Younger, foreman; A. F. Walton, chief clerk to general master mechanic; (standing): C. E. Smith, foreman; N. Lahndorff, Diesel foreman; G. H.

Raner, special assistant, Mechanical Department; V. T. Johnston, office manager, Personnel Department; A. G. Gebhard, general master mechanic; E. Edmondson, terminal air-brake foreman; S. F. Lynch, general manager; G. D. Tombs, assistant director of stores; C. A. Pearman, electrical engineer of equipment; Margaret Brunson, secretary to general master mechanic; N. A. Masterton, general foreman, Diesel shop; D. G. Fraser, storekeeper; C. W. Depew, Diesel foreman; W. Colaric, chief clerk Store Dept.

was enjoyed by approximately 40 people present.

F. P. "Buck" Field, regional director of NAF gave a brief talk after which he presented the charter and gavel to President Roy Moore. Other Tool Steel officers, Vice President Ray Stroppel, Secretary James Dempsey, and Treasurer Herman Look were introduced and gave brief talks.

Our Tool Steel Gear and Pinion Company group are engaged in manufacture of track wheels, gears and rolls for the steel industry, parts for coal mining equipment, oil well supplies and parts for the rubber industry.—Edward P. Jackson.

MARION (OHIO) FOREMEN'S CLUB—The club held its December meeting at the Columbian Hall December 7. Some 130 members turned out to hear Captain A. A. Nicholson, assistant to the vice president of the Texas Company, give his talk on "The Art and Science of Handling People."

Captain Nicholson enlisted as a private in the 5th Marines during World War I and rose to the rank of Major. He took part in all the major battles of the war and won a Croix de Guerre for his action in battle. This was especially interesting to the writer who served in the same regiment in France.

For several years the Captain has been a good will ambassador for the Texas Company, traveling on an aver-

age of 150,000 miles a year, giving his message to all who are interested in management in its broadest terms. He is the fastest talker the club has ever listened to, and claims that Floyd Gibbons was the only man who could out-talk him.

The Marion Club highly recommends the Captain to any member club of the NAF able to engage him.—E. M. Breithaupt.

BRIGGS MANAGEMENT CLUB OF EVANSVILLE—The Club added something new to its activities by having Ladies Night in conjunction with its November meeting, when club members and their ladies enjoyed turkey and all the trimmings. Each lady was presented a corsage as a welcoming gesture of the club.

The meeting, in the Empire Room of Hotel Vendome, was presided over by club President H. E. McClellan and a very enjoyable program of entertainment was arranged by the program committee headed by C. C. Lauber.—Ray Hufnagel.

THE ALUMINUM ORE FOREMAN'S CLUB—We celebrated the second anniversary of the founding of the club by holding a dinner meeting at the Broadview Hotel in East St. Louis, November 8. Geo. A. Rohlfing, national director of the NAF, was master of ceremonies.

Main speaker was Frank L. Magee, vice president of the Aluminum Com-

pany of America in charge of production, whose subject "A Progress Report on Alcoa's Post-War Plans and Problems," was enthusiastically received. This meeting was really a double celebration inasmuch as it was also a celebration of the 60th anniversary of the founding of the Aluminum Company of America.

Aluminum Ore celebrated the occasion by having a "Family Day" on November 7, when more than 10,000 people visited the plant. Employees' families and friends kept the crew in the huge refreshment tent busy all day.

Everyone agreed that the Aluminum Ore Family Day was a great success and well worth the effort.—R. J. Scharbert.

SANGAMO ELECTRIC SUPERVISOR'S CLUB—The Club has boosted its attendance at recent meetings by capitalizing on the current craze for identifying persons, tunes, and what-not through the aid of riddles and clues. The recorded voices of two club members to be guessed, with a prize held out as inducement, kept them coming for two meetings, the prize being upped for the second meeting. A clue in rhyme, published before the second meeting, was "oil on the fire of interest," and helped in the solution.

This contest proved so popular that a turkey was offered as an inducement to attend the November meeting. A



NAF Regional Manager Roy Bell presents Frederick Colyer Snyder (following his 45 speaking appearances before West Coast Management clubs and groups) parchment scroll as token of esteem and high regard for him of NAF men in Zone A. Occasion was Times-Mirror Foremen's Conference playing host to clubs of Wilshire Oil, United Air Lines, and McKesson during which they toured new Times-Mirror plant. Dr. John Healy, president of "host" club, presided. Snyder's background as foreign correspondent served to win alert listening audiences up and down the coast.

special announcement prior to the regular monthly reservation sheet posed a riddle in rhyme to give members time to mull over possible solutions. Several correct guesses required a drawing to pick the winner.

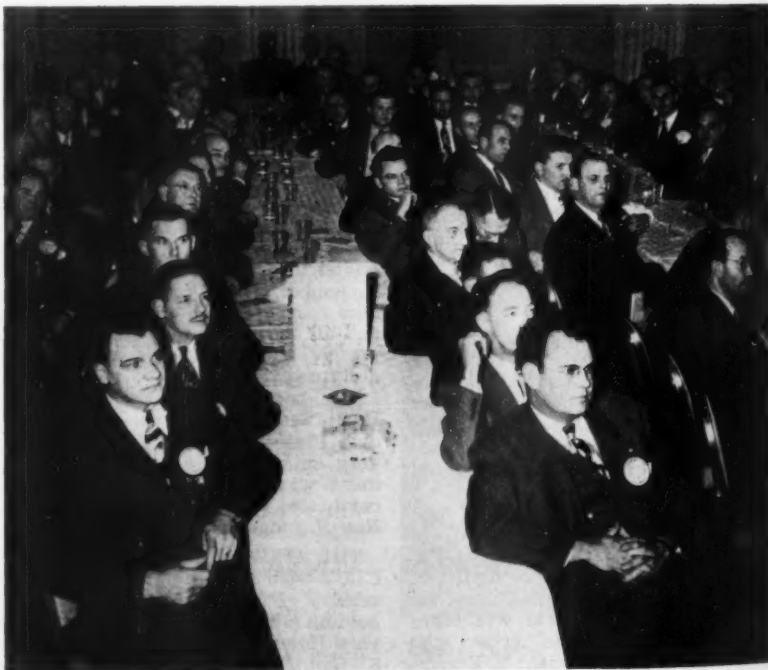
Additional interest grew out of a surprise prize to be given, the surprise being a "Case of Old Crow." The Old Crow proved to be a big red rooster, concealed in the liquor carton, and not displayed until the winner had been chosen in a crowing contest. This feature was more or less "framed," with one stooge among the six contestants, and the names selected in advance to avoid embarrassment which might have resulted from chance selection.

Another fun-provoking incident was staged in the presentation of a "gold" Oscarette to a club member who had appeared in a motion picture of Sangamo production methods shown at the previous meeting.—Fred Flabb.

FOREMEN'S CLUB OF WORTHINGTON—Our Club attended the Regional Conference eighty strong, as guests of management. Our Club had charge of general arrangements with W. Weinreich as chairman. Worthington management's contribution to the entertainment of distinguished guests was a plant visitation and dinner on December 2, at our Buffalo plant. The following visitors attended: NAF President B. A. Hodapp, Columbus, Ohio; Executive Vice President T. A. McCann, Emporium, Pa.; Manager J. E. Bathurst, Dayton, Ohio; Manager of Education Wm. Levy, Dayton, Ohio, and Directors W. O'Bannon, Jr., Tulsa, Oklahoma; H. W. Bruhn, Louisville, Kentucky; E. F. Butler, Newton, Iowa; J. J. Tigert, Miami, Florida; I. W. Kerstin, Kimberly, Wisconsin; E. B. Gris-singer, McKeesport, Pa.; E. C. Girty, Pittsburgh, Pa.; J. F. Evans, Crystal City, Missouri; M. L. Hawkins and F.

H. Coupland, Birmingham, Alabama; and L. Porterfield, Louisville, Kentucky.

G. Ziegler, assistant works manager, welcomed the group and Regional Director John Sess, members John Frank, Erwin Deutschlander and Ray Klas acted as guides. The writer would like to add his commendation for a tremendous job, superbly done, by all connected with the Regional Conference at Hotel Statler.—Carl Kaufhold.



Christmas party of Foremen's Club of Columbus when more than 500 management men heard DeLoss Walker in a stirring address. Sponsor was the Kroger Company Club which has a live shop club but finds time to maintain a high batting average on city club participation.

SUPERVISOR'S ASSOCIATION OF ACF-BRILL MOTORS COMPANY—Our Club announced at their meeting, December 7, the award of seven memberships in the West Philadelphia YMCA to deserving boys of John Bart-ram High and Tilden Jr. High School.

The awards were made through the cooperation of the principals and counsellors of the schools who selected the boys.

New officers were elected at this meeting: E. A. Nestor, president; George Hillier, vice president; I. R. Foreman, recording secretary; J. G. Brooks, financial secretary; S. J. Papa, treasurer.

The new Board of Directors are E. A. Caporaletti, C. R. Miller, C. A. Wein-ert, F. E. Wismer, C. R. Wohlford.

CARBON DUNDUM FOREMEN'S CLUB—The Club enjoyed several fine meetings recently. In November, mem-bers were treated to an excellent demonstration of glass blowing by William B. Ball of the Dupont Electro-chemicals Department. On November 29 the Club was invited by the Carbo-Tech Club to hear Walter L. Lawrence of RCA explain and demonstrate tele-vision in his talk, "Television—Its Mechanism and Promise."

On December 4, a fine representation from the Club went to Buffalo to at-tend the Third Regional Conference of Western New York's Foremen's Clubs. Our Club President Hartley Eaton acted as chairman for the discussion group led by Dr. James E. Bathurst of the NAF on the subject, "Why a Man-agement Club?"

All members are looking forward to

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president,
MANAGI



Board of Post Cereals Division Club of General Foods Corp., receives charter from NAF Director Bill Davis. Left to right: Harold McGinley, chairman, Budget Committee; Del Creighton, vice president; George Swallow, Carton and Container Division representative; Gerald Strong, secretary; Warren Rader, chairman, Nominating Committee; Bill Davis, director; Reg Strong, treasurer; Frank Crooks, president;

Joe Schaeffer, chairman, Program Committee; Clifford Avery, Food Manufacturing Division representative; K. C. Van Huysen, Maintenance and Engineering Division representative; Al Lawson, Office Division representative; Gordon Rae, chairman, Membership Committee; Marvin Oonk, chairman, Educational Committee.

the winter party when the foremen's wives will be honored guests.—Roy K. Shelso.

FOREMEN'S CLUB OF COLUMBUS—Approximately 180 members completed training in seven courses for the first half of the program year which offered 88 hours of management training.

At the December "Christmas Party" dinner meeting, sponsored by the Kroger Company and addressed by DeLoss Walker of Chicago, 23 men were certificated for completion of a course in Case Studies led by W. J. Mowery, Columbus Auto Parts, and R. B. Morris, of Federal Glass Co. Seven students received certificates in a ten-session course in Public Speaking conducted by C. R. Robbins of Ohio State University.

It is expected that nearly 100 members will receive certificates at the January Membership Night meeting which is to be sponsored by the M & R Dietetic Laboratories, Inc. and the speaker will be Rev. Lawrence Hall of Portsmouth, whose subject will be "Pass Along a Laugh". Alfred Katz of Ramco, will certificate about 26 of his class on Time and Motion Study. N. J. Rhodes, R. B. Howard & Associates, will graduate 40 in the Public Relations for Management class; B. A. Hodapp, NAF president, will award certificates to the

30 men who attended the course "National Industrial Conditions."

On January 3, Columbus club men and their ladies toured Columbus Auto Parts Company plant as guests of their Supervisory Club. The Columbus Club newspaper WHAT'S NEW is now being printed and makes a fine appearance. Three new classes start in January: Public Speaking II, Wallace Fotheringham of Ohio State University; Quality Control, Gordon Olson, Ternstedt Div. of General Motors; and Economics, Dr. Davis Harrison, Ohio State University.

WOOD COUNTY FOREMEN'S CLUB—On November 15, Club members were guests of the Quaker State Oil Refining Corporation at St. Marys, West Va. and participated in one of the most interesting and educational meetings in recent years. Through the tour of the plant, they saw gasoline, oil, and grease manufactured.

A turkey dinner was prepared and served by the women of Trinity Methodist Episcopal Church in Flynn House.

Following the dinner, Carl Moellendick, of the Parkersburg Rig & Reel Co., chairman of the Educational Committee, spoke briefly on plans for future educational programs. Ernie Riggs, of Libbey-Owens-Ford Glass Co., president of the Club, introduced

E. D. Sams of the Parkersburg Rig & Reel Co. Mr. Sams is national director for West Virginia and chairman of Scholarship Committee, Zone C.

T. A. Anderson, plant manager of Quaker State, introduced A. M. Kieser, office manager and oldest employee of the St. Marys plant. Mr. Kieser told of the founding of the St. Marys plant and gave its history.

A large chart had been prepared showing the different processes by which crude oil is broken down and by-products taken off. G. R. Dye, chief chemist, described processing and routing of material from crude to finished product, after which the group of over 100 men toured the plant.

The plant is one of the oldest refineries in the United States.

Plant Manager Anderson is active in the Foremen's Club as is his assistant.

This tour marks another high-light in the educational and unity in management program of the Club.—Harry E. McCoy.

BLAW-KNOX DIVISION FOREMEN'S CLUB—The regular meeting of the Club was held November 20 at Hotel Webster Hall, Pittsburgh. Featured speaker was Harry Coopland, NAF Speakers' Bureau. His talk was well received by an audience of 75.

The public speaking group, an educational division of the local club, pre-

sented two speakers: John Hulina, foreman, spoke on "Salesmanship" and William Parkinson, member of the Planning Department, on "Teamwork in Industry".

An added feature was a written quiz that provided some interesting and pertinent information regarding manufacturing operations.

A. M. Zigan, assistant works manager, outlined a problem which had been presented to the Division by the local power company and stressed his

feelings that the club was the logical group to develop action thereto.

The annual Christmas Party (ladies' night) was held on December 11. In January a joint meeting will be held with the Dravo Supervisors Club.—M. E. Olson.

MAGNAVOX FOREMAN'S CLUB—

Over 100 foremen and engineers attended our regular monthly meeting to hear an address by Laverne E. Quinnell, factory manager, Components Di-

vision of the Magnavox Company's Fort Wayne and Paducah (Ky.) plants. Widely recognized as the outstanding radio loud speaker engineer in this country, Mr. Quinnell discussed his experiences in the building and starting of production at Magnavox's new factory at Paducah.

Among his engineering achievements was the designing and production of the gun firing solenoid for fighter planes for the U. S. Government. The job was completed within a period of 60 days at the start of World War II. This equipment was so urgently needed that the first production was picked up in Fort Wayne and flown directly to England for installation in American fighter planes. His work in this connection resulted in the Magnavox Co. being the first electronic industrial firm in the country to receive the Army-Navy "E" award.

A "Hard Times" dance was held November 20 for Magnavox Foremen and their wives at the Magnavox Test Farm. Howard Matthias, factory superintendent, Components Division, was the leader in the festivities, calling for the square dances.

November 6, Magnavox foremen and their wives held their first Annual Wiener Roast at the Magnavox Test Farm. Chill north winds soon drove the crowd inside where wieners and marshmallows were roasted in the fireplace.—E. M. Foster.

FORMICA FOREMEN'S CLUB—Our club was host to the Cincinnati Club of the NAF on November 9; 125 guests were present for a dinner and a trip through the plant. After the plant visitation, the group was addressed by Fred Walter, assistant sales manager, which was followed by a question and answer period led by John D. Cochran, Jr., director of research. The group was highly appreciative of the courtesy extended them, since most of the visitors had never been in a laminated plastics plant. A vote of thanks was extended to The Formica Company, and the very capable personnel who handled the meeting, by the Cincinnati Club for their most excellent hospitality.—R. H. Bockelman.



Hans Bruhn (center), vice-president of Zone E, looks on as Lawrence Porterfield (left), outgoing president, presents the gavel to Harold Johnson, newly elected president of American Air Filter Supervisors' Club, Louisville. Other officers elected were Robert Palmore, vice-president, Julian Beard, secretary and Otto Koller, treasurer. Porterfield was recently elected national director from Louisville.



George A. Rohlfing (left) master of ceremonies and NAF director and Frank L. Magee when the latter spoke before the Aluminum Ore Foreman's Club, East St. Louis, on occasion of second anniversary of the Club's founding and 60th anniversary of founding of Aluminum Company of America.

It's The Desire...

from Page 10

his guest. Needless to say, Slim was impressed with the attention given him by the reception committee and booster foreman. As the meeting progressed, Slim would keep remarking to Pete: "Boy, how these guys run a meeting" . . . and "Do you mean to tell me that the fellow who made that report is just a foreman?" Yes, Slim was gradually becoming converted. Then came the speaker, and here again Foreman Slim just couldn't resist telling Pete what an impression the talk made upon him. This change of attitude on the part of Slim carried right on into the plant the next day.

When Slim saw Pete coming toward

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him, he said: "Where is one of those application blanks? You have proven that 'Through Association We Grow'."

Now you see, Pete, who only a few months ago had changed his own attitude, had the desire to help his fellow foremen and change their attitudes. Pete has learned that you can take the fear out of supervision by

F for facts

E for encouragement

A for action

... in other words, the above three will prevent

R for recurrence.

I wonder, though, if Pete could have done this if he didn't have the desire?

Contributors

from Page 4

is a prerequisite of such leadership in industry.

Dr. Jacoby was born at Durkin, Saskatchewan, Canada in 1909, came to the U. S. in 1930 and became a naturalized citizen in 1937. B. A. University of Saskatchewan, 1930; Ph.D. University of Chicago 1938. Dr. Jacoby was manager of the Research Department of Lawrence Stern & Company, Chicago, in 1937; assistant professor of finance,

University of Chicago 1938-40, associate professor 1940-42, professor and secretary since 1942 and vice president since 1945; in 1948 he became professor of economics and dean of the School of Business Administration, University of California, Los Angeles, which position he now fills.

He was chairman Illinois Emergency Relief Commission 1940-41; member of research advisory board of the Committee for Economic Development since 1942; member research staff of the National Bureau of Economic Research 1940-45. A member of the American Economic Association, Royal Economic Society, National Tax Association, Beta Gamma Sigma, he is also author and co-author of numerous works in the field of banking and finance.

Dr. Jacoby is married and the father of one son, Neil Herman.

Recently, Dr. Jacoby addressed a regional conference of NAF management clubs on the West Coast on the same subject as this month's article.

Mr. W. J. Mowery, foreman of The Columbus Auto Parts Company, who writes about "It's The Desire That Counts," is presented in the "Men of Management" column in this issue.

Mr. T. T. Arden, executive vice president of Grayson Controls, Division of Robertshaw-Fulton Controls Company, Lynwood, California, gives us "Executive Views Foremen's Role In Labor

Relations." Mr. Arden gives industry a close up view of Grayson Controls' experience with the practice over a three year period of placing the responsibility for negotiating the Company's labor union contracts in the hands of the men who are most intimately involved in their administration—their foremen. How it is done and the results should prove unusually interesting to executives as well as all other management groups.

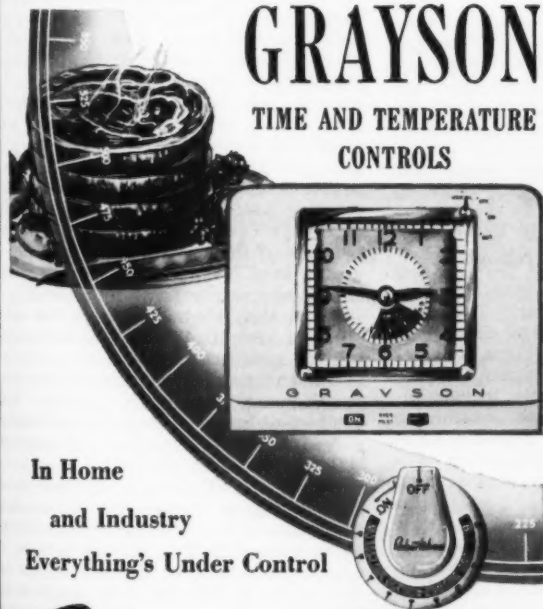
Mr. Arden was an "a.m." newsboy and a "p.m." grocer's delivery boy while attending school. He finished his education in engineering and management at the University of Illinois and Carnegie Institute of Technology 1923-27. His first "big job" was with the Rund Manufacturing Company of Pittsburgh as salesman at \$20 a week. Five years there found him progressed to manager of their Milwaukee branch. Later he joined the Milwaukee Gas Specialty Company as manager of the Eastern Division, progressing to position of sales manager, after which he came with Grayson Controls.

Mr. Arden, a past president of the Aircraft Parts Manufacturers Association (1943-44), has also been active in furthering unity in management and in developing the potentialities of foremen for industrial leadership. His hobbies include boating, golf and photography.

Mr. I. L. Peterson, manager of The

ROBERTSHAW GRAYSON

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MANAGE for SAFETY



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The code seems also to lend itself to the evaluation of larger social activities. Under it many labor management relationships rate high. The contribution of the farmer and of the professions (teaching, medicine, law, architecture, science and engineering, to mention only a few) is notable. The same applies to the men engaged in managing industry and commerce. These men devote their lives to developing and creating useful products and services; in the process they are the principal creators of that concomitant blessing—useful jobs. They contribute greatly to the education of the individual, not only on the job but through the medium of advertising and the introduction of new products. Good manners and friendship between individuals and peoples have been an inherent by-product of business throughout history.

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Future of Economy

from Page 9

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greater increase in labor force was that the average age of the American population was rising. As advances in medicine made it possible for people to live longer, a larger fraction of the population at any moment of time was in the market for a job.

Now, this growth in population and in labor force was not as spectacular as the increase in physical production. Between 1900 and 1940 manufacturing production very nearly quadrupled. This was brought about by a two-fold increase in the number of workers, accompanied by nearly a two-fold increase in the output per worker. By 1940 technological progress had made it possible for the average industrial worker to turn out about twice as much as he had produced in 1900.

Although the growth in the physical output of the American economy, and in the standard of living of the average worker, has been remarkable, the efficiency of our economy cannot be judged merely by its output, any more than the efficiency of an internal combustion engine is measured solely by its horsepower. Efficiency means the relation of input to output. In measuring the efficiency of an economic system, it is just as necessary to consider the labor input and other sacrifices made by the workers, as it is to consider the quantity of goods and services that they produce. On the basis of efficiency, the record of the American economy is even better. For, between 1900 and 1937, average hours per week dropped from 60 to 40 in American manufacturing industries. Not only was the worker drawing out twice the goods and services, but he was putting in about one-third less time at work at the end of the period than he was at the beginning.

The record speaks for itself. It is a safe statement that no other national economy has been able to match this record of efficiency. In the face of these incontestable facts, it is strange to reflect that many Americans hold an apologetic attitude toward the free American economy in comparing it with socialist or communist economic organizations. They act as though the burden of proof of efficiency rested on them, when, in truth, the burden of proof is borne by the protagonists of totalitarian economics. State-controlled economies, not ours, have yet to demonstrate an ability to yield as much, while continually reducing the length and arduousness of labor.

A second historical trend of the American economy has been the growing importance of fixed capital in production. Technological progress has brought with it a vast enlargement of the durable equipment used in production. The investment in machinery, buildings, transportation equipment, and all the paraphernalia of a modern industrial society was about three times as large per worker in 1940 as it was in 1900. This is the basic explanation of the growth of "big business" as well as the source of the rise in output per man-hour.

A third salient development has been

the increased use of durable goods by consumers. The cost of the household equipment of the contemporary American family is many times that of families at the turn of the century. There are no reliable figures on this point, but I need merely ask you how your investment in automobiles, electrical appliances, furniture, heating and ventilating systems, radios and television sets compares with the investment made by your father or grandfather in household equipment. In 1900, 65 per cent of all production was devoted to perishable goods—things that were consumed and disappeared almost immediately, whereas 11 per cent represented durable goods. By 1940, perishable goods had fallen to 60 per cent, and durable goods had risen to nearly 20 per cent of total production. The results of this trend have been numerous and important. Among them are an increasing violence of the business cycle and the growth of consumer credit.

A fourth tendency in the American economy has been closely related to rapid growth and the rising emphasis on durable goods. That is, the increasing instability in the volume of production and employment. The variations of the business cycle have long been recognized. But the severity of these variations on the whole has tended to rise. One may cite as evidence, the increase in the percentage of decline in physical volume of production that has occurred in successive depressions during the present century. The first de-

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greater increase in labor force was that the average age of the American population was rising. As advances in medicine made it possible for people to live longer, a larger fraction of the population at any moment of time was in the market for a job.

Now, this growth in population and in labor force was not as spectacular as the increase in physical production. Between 1900 and 1940 manufacturing production very nearly quadrupled. This was brought about by a two-fold increase in the number of workers, accompanied by nearly a two-fold increase in the output per worker. By 1940 technological progress had made it possible for the average industrial worker to turn out about twice as much as he had produced in 1900.

Although the growth in the physical output of the American economy, and in the standard of living of the average worker, has been remarkable, the efficiency of our economy cannot be judged merely by its output, any more than the efficiency of an internal combustion engine is measured solely by its horsepower. Efficiency means the relation of input to output. In measuring the efficiency of an economic system, it is just as necessary to consider the labor input and other sacrifices made by the workers, as it is to consider the quantity of goods and services that they produce. On the basis of efficiency, the record of the American economy is even better. For, between 1900 and 1937, average hours per week dropped from 60 to 40 in American manufacturing industries. Not only was the worker drawing out twice the goods and services, but he was putting in about one-third less time at work at the end of the period than he was at the beginning.

The record speaks for itself. It is a safe statement that no other national economy has been able to match this record of efficiency. In the face of these incontestable facts, it is strange to reflect that many Americans hold an apologetic attitude toward the free American economy in comparing it with socialist or communist economic organizations. They act as though the burden of proof of efficiency rested on them, when, in truth, the burden of proof is borne by the protagonists of totalitarian economics. State-controlled economies, not ours, have yet to demonstrate an ability to yield as much, while continually reducing the length and arduousness of labor.

A second historical trend of the American economy has been the growing importance of fixed capital in production. Technological progress has brought with it a vast enlargement of the durable equipment used in production. The investment in machinery, buildings, transportation equipment, and all the paraphernalia of a modern industrial society was about three times as large per worker in 1940 as it was in 1900. This is the basic explanation of the growth of "big business" as well as the source of the rise in output per man-hour.

A third salient development has been

the increased use of durable goods by consumers. The cost of the household equipment of the contemporary American family is many times that of families at the turn of the century. There are no reliable figures on this point, but I need merely ask you how your investment in automobiles, electrical appliances, furniture, heating and ventilating systems, radios and television sets compares with the investment made by your father or grandfather in household equipment. In 1900, 65 per cent of all production was devoted to perishable goods—things that were consumed and disappeared almost immediately, whereas 11 per cent represented durable goods. By 1940, perishable goods had fallen to 60 per cent, and durable goods had risen to nearly 20 per cent of total production. The results of this trend have been numerous and important. Among them are an increasing violence of the business cycle and the growth of consumer credit.

A fourth tendency in the American economy has been closely related to rapid growth and the rising emphasis on durable goods. That is, the increasing instability in the volume of production and employment. The variations of the business cycle have long been recognized. But the severity of these variations on the whole has tended to rise. One may cite as evidence, the increase in the percentage of decline in physical volume of production that has occurred in successive depressions during the present century. The first de-

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pression of importance accompanied the panic of 1907. It scarcely made a dent in the physical volume of production. The next depression followed the First World War in 1920 and 1921. During that depression there was a maximum decline of about 25 per cent from the peak to the trough. Then came the so-called Great Depression of 1929 to 1932, during which there was a maximum decline of about 50 per cent in employment and production. The fourth depression came in 1937 and 1938 and was cut short by the outbreak of war in Europe, which resulted in the inflow of orders for American goods that pulled us out of what otherwise might have been a serious decline. Nevertheless, the volume of production fell by 25 per cent in one year, which was a rate of decline more speedy than that of any other recession.

The significance of all this appears to be that the richer our society becomes, the greater are the potential fluctuations in markets, jobs, and in production. Fluctuations increase because an ever-larger fraction of business and consumer wants are postponable, and represented by durable goods like houses, automobiles, washing machines, machinery and the like.

The growing instability in production and employment explains a great many developments that have occurred during the last generation. It explains the increasing emphasis upon "security" since 1930. It underlays the emergence of the Social Security Act, of State Unemployment Compensation systems, of the increasing economic activity of the Federal Government through such agencies as the R.F.C. and the agricultural price support program. As a result of this preoccupation with security—with preventing human hardships and cumulative shrinkages in production—a number of very important bulwarks to our economy have been evolved. In fact, the danger may now lie in another direction. It may be that so little attention has been paid to incentives to invest, to experiment, and to expand, that we have impaired the ability of the economy to make progress at as high a rate as it is capable of making.

I would mention a final basic tendency in the American economy—that is, the expansion in the role of government. Government has become an increasingly important agency for appropriating incomes through taxation and spending on national defense, public works, and government services. In 1900 only five per cent of the national income was represented by tax payments of various kinds. Today, the figure is closer to 26 per cent. The consequences of this expanding role of government are too numerous to describe here. Government policy has become of vast importance to everyone of us. It did not matter much whether or not we had good government in 1900, but everything depends on it today. The caliber of governmental taxing, borrowing, and spending policies can make or break the American economy at the present time.

Outlook Ahead

I have alluded to five of the most significant and pervasive long-run changes in the American economy during the last half century for the purpose of getting perspective on the future. What is the outlook over the longer term? Will production and the standard of living rise as rapidly in the future as in the past? Will it be possible to maintain an economy of free markets, competitive pricing, and private enterprise? Can business fluctuations be held within tolerable limits? Can the country avoid further price inflation? These are some of the great issues that lie ahead.

We should recognize at the start that the future is what we, the people, make it. The American economy has no fore-ordained destination. History has shown the 19th century economic determinism of Marx to be unfounded. The more recent pessimism of the secular stagnationists has been belied by the events of the last decade. I hold the view that, if the American people understand the operation of a free economy, clearly visualize its problems, and take intelligent action to solve them, that the future can produce a record of progress fully as impressive as the past.

The fundamental conditions of the economic progress of the American republic have been an intelligent and energetic population, a continental area endowed with a variety of natural resources, and a set of political and economic institutions that provided the individual with a large measure of freedom, opportunity, and incentive to seek his fortune as he saw fit. Of these three conditions, the last has probably been the most important; but all of them can continue to be present in the future.

Population will not rise at as high a rate in the future because of curtailment of immigration, and, possibly, a reduction in birth rate. This may moderate the rise in aggregate production. But it would, of course, have no necessary depressing effect upon production per capita.

The absence of new geographic areas to be exploited has often been cited as a limiting factor on economic growth. Actually, there has been no new American frontier since about 1850, in a geographic sense, yet economic progress continued unabated. The real frontiers of progress are the development of the resources of settled territories by new scientific and industrial means.

Scientific and technological progress could only be as great as it has been in the last fifty years. While one cannot measure this factor quantitatively, one need merely point to the exciting possibilities of plastic materials, electronic tubes, hydrogen chemistry, and atomic energy—to mention a few items at random.

Conditions Of Future Economic Progress . . . Role Of Management

The salient factors in future economic progress do not appear to lie in the realm of population, geography, science,

or technology, but in the realm of politics and economics. Can the American people maintain a set of political and economic institutions that encourage progress by unleashing the full energies and ingenuities of every individual? In a free economy, these institutions may be grouped into two major categories; the first concerns the external environment of public law and regulation in which business enterprises are initiated, grow, and operate; the second concerns the internal organizational and operating policies of business management. While public policy is of great significance, at this point I direct attention to business policy.

Business management will play an important role in the future of the economy. The growth of population and changes in technology increasingly require men to work in groups of considerable size. In our free economy the majority of workers are associated with business enterprises, operated for the owners by professional managers. Assuming a political and social environment that fosters growth, economic progress and the standard of living of the people will depend upon the competence of these managers, upon the skill with which they are able to command the loyalty and the energies of members of their organizations, and upon their ability to adjust to external changes.

What is the task of management in contemporary society? Management performs a variety of complex functions. Like any complex phenomenon, the manager looks different to different people. To the economist, the business manager is responsible for combining the factors of production—land, labor, capital—so that profits, the excess of income over costs, will be maximized. To the psychologist, the manager appears as the leader of an organization, endeavoring to identify the objects of the business with those of its employees, so as to elicit the strongest favorable responses from them. To the sociologist, the business manager is the head of a social organization, coordinating its activities, making rules that the members follow, and relating the business to the complex of other social organizations, such as church, home, school, and state, in which its members associate. To the historian, the business manager is the person who initiates changes in technology, in products, markets, and organization, which are responsible for the rise in scale of living and the growth in wealth and power of the nation. To the owners of a business, the manager is a servant chosen by them to guide the enterprise profitably and produce an income from the investment of their funds.

In truth, the manager is all of these things. The purely economic view of management's actions and motivations is quite inadequate, if limited to the short run. Management does not have a single-minded devotion to the objective of making the most money in the least time. Profit is undoubtedly a primary objective of all managers, if for no other reason than the earning of

a profit is a condition of continuing to hold their job. But I am sure that the prevailing philosophy of management today involves horizons that are broader and more distant than short-run profit maximization. Most managers of substantial enterprises are aware of their psychological, sociological, and historical, as well as their economic roles. They accept a responsibility for the development of sound social organizations, of human personalities, and of innovation.

This has not always been so. In the mid-Nineteenth Century, with a continent to be developed, immigration providing masses of unorganized and inexperienced labor, and capital commanding a high rate of return, management objectives undoubtedly were focused on profits in the short run. Little attention apparently needed to be paid to the attitudes, welfare and morale of the workers, or, often, to the stockholders and the public. "The public be damned" epitomized the extremities of this earlier management philosophy. But events of the Twentieth Century—particularly the years after 1929—profoundly modified these views.

In his book *America Unlimited*, Eric Johnston provided a broader and more accurate view of the role of management. He used the figure of a triangle, at whose three angles were placed stockholders, workers, and consumers of the products of an enterprise. In the middle of the triangle was management, whose task was to balance the interests of each. Conceptually, this was a step forward. But it was not complete. The interests concerned were still defined in economic terms—wages, dividends, prices.

I suggest that we can define more truly the role of management through the use of a multi-sided figure, whereon each intersection of a plane marks a different interest of the business enterprise. These many interests include not merely satisfaction of the immediate economic aims of workers, owners, and consumers. They also include psychological, sociological, and historical objectives of the enterprise in a free society. The worker wants not merely high wages, but a sense of belonging to an organization, the approval of his fellows, and an opportunity for the development of his highest potentialities. The stockholder desires not only larger dividends, but a business with good public relations, active research and developmental activities, and provision for future growth. The consumer asks not merely low prices, but also dependable quality, guarantees of serviceability, courtesy, and service. In the long run, all of these interests may be translated into dollars and cents; but they transcend close economic analysis in the short run.

The task of giving appropriate recognition to all of these divergent interests of an enterprise, while at the same time adjusting to rapid technological changes and shifting consumer demands, requires consummate skill and judgment. This is especially true of top management, which must confront the most

complex issues of business policy. Yet in lesser degree it holds for management at all levels. With a broadened and more complex role to play, it is evident that business will require in the future the leadership of men possessing high intellectual and personal qualities.

Future Public Policy A Big Factor

It is not enough, however, that business management be both conscious and capable of discharging its many functions. Economic progress will depend heavily upon the kind of environment that public policy provides for management to operate in. This is not the time and place to examine issues of public policy and to appraise alternative solu-

tions. Suffice it to say that encouraging progress is being made in the study of these problems by such organizations as the Committee for Economic Development. Even more encouraging is the widening area of agreement by all groups on many issues of policy. There is ground for hope that economic policy problems will be resolved satisfactorily.

So long as American institutions provide freedom of opportunity for the individual, adequate incentives, competition, and free markets, we have every reason to believe that the efficiency of the American economy will continue to mount, and that it will yield increasing standards of living as well as greater leisure to the average man.

Foremanship

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safe way to do the job. He should know and train his men on the proper methods of using fire fighting and other safety equipment. Safety is a continuous job; he must emphasize it constantly. Employees must be aware of the hazards in all their work. It is the duty of the foreman to see that they use all the protective devices furnished by the company and that they have a thorough understanding of safety rules. Accidents don't just happen—there is always a cause. A very important part of a supervisor's job is organizing, planning and carrying out his safety responsibilities.

5. *A supervisor must maintain records.* Ours is often spoken of as the statistical age. There are many times when it is felt that there is too much paper work connected with a supervisor's job. A pause to analyze the purpose of these records and how they are used will reveal how important they are. The supervisor need not necessarily keep the records himself, but he should see that useful records are maintained accurately and kept up-to-date. Some companies who have been lax in record keeping and statis-

tical research have gone out of business. A supervisor who analyzes the records reads the barometer that tells us how we are doing.

With the competition in the refining industry and the narrow margin of profit, for example, it is very important that our supervisors keep accurate records and analyze them to see what can be done to reduce unnecessary costs. Many bad practices have already been discovered in our process departments as a result of analyzing the records we keep.

As the technology in industry progresses, statistical information will become more and more important.

6. *A supervisor must cooperate with other departments.* A good supervisor must think of the overall objective of his company. Industries today are too integrated for individuals or departments to stand alone; they must work together. The objective of our company is "To provide the public with petroleum products and services equal to or better than our competitors". How well could we meet this objective if all of the various departments of the company did not cooperate? No one division of our Manufacturing Department is self-sustaining. The work of one division affects the operations and work of another. A study by our Technical Service Divi-



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sion may alter our refining practice. The work of our Maintenance Department affects the process department and vice versa. We are so dependent on one another that successful operation must depend on the left hand knowing what the right hand is doing.

The supervisor who today neglects to cooperate with his neighbor will find it very difficult to effectively meet the day-to-day demands of his department. A supervisor cannot be expected to be an expert in all fields. Companies have placed many aids at his disposal, such as safety engineers, industrial relations assistants, staff assistants on technical problems, clerical help, etc. He should be thoroughly familiar with the assistance they can provide. Cooperation makes any job easier. It brings together action, effort and effect.

I would like to review the points I have outlined under Organizational Ability: A supervisor must be able to:

1. Accept and enjoy responsibility.
2. Plan the work to be done.
3. Train and develop an adequate work force.
4. Incorporate safety in his program.
5. Maintain records.
6. Cooperate with other departments.

A progressive supervisor must have or develop this type of thinking. When confronted with a new proposition or a change, he must be progressive; think out how it can be made to work and how it will improve operations or reduce costs.

Leadership—Foundation Of Our Enterprise System

So much for technical and organizational ability. I would now like to discuss leadership ability. The leadership demonstrated by supervisors during the last war is what made our country out-produce the entire world. It is the foundation of free enterprise.

Leadership ability is the art of getting people to do a job because they want to do it. This is not an easy assignment. It requires tact, patience and sincerity. It requires understanding people and liking them for what they are. Leadership ability is the magnet that draws out the best there is in a man.

There are several ways to get men

to work. A large portion of the world today has a completely different viewpoint on how to accomplish this. One method does not require tact, patience or sincerity. You simply make the man afraid not to work. You put a penalty on not doing a job which is so severe he does not dare refuse to do it. Hitler used this technique with the slave labor. Either a person worked or he was "liquidated". Yes, fear is a way to get men to work. The Greeks, the Romans and the Egyptians used it centuries ago. It is nothing new in our generation. Contrast the output of a worker who wants to do a job with that of a worker who is afraid not to do a job, and it can be seen why America has "outlawed" the fear method.

To be a leader a person must first gain the respect, confidence and loyalty of the employees. This requires the day to day application of the principles of leadership. It is not something that is done once and forgotten. It is those things that are done over and over again until they become a permanent part of the personality. Until they do, they lack the sincerity necessary for conviction. In all dealings and contacts, use good basic fundamental principles and apply them fairly and equitably. As I mentioned before, you need to have the Golden Rule in your heart.

To be a leader of men in industry one must have good character and good habits. Men look up to a leader, not down. Men can't have a great deal of respect for a supervisor who is out drunk every night. By good character I mean he needs to be a man among men. He must be fair, he must use moderation and not go to extremes. We like to think that a supervisor's time away from his work is his own, and what he does is his own business. This is true up to the point where what he is doing on his own time reflects on his work and his company.

In order for a supervisor to be sincere, he must be thoroughly sold on his company and its policies. If an employee who wants to be a supervisor doesn't feel his company is one of the finest and its policies are fair and just, I would strongly advise him to find employment elsewhere. If he is advanced to a supervisory position, his chances of success will be very limited. To the employee, the company is represented by his supervisor. If the supervisor feels a company discriminates or is not fair, the men under his supervision will feel the same way. This may indeed be a serious problem in some instances. One solution is permitting supervisors an opportunity to have a part in the formation of policies and plans. I can assure you that this method has been well accepted by our top management and is in regular use.

Probably one of the items that determines a leader's standing with his group as much as anything is his ability to provide both an opportunity and a means for the employees to express

themselves and getting pertinent information to them. Here is one spot where I feel management may fall down. We are able to keep our management group informed and have them participate in the formation of plans and policies, but we have left the poor employee out in the cold. How to get employees to participate in the planning of the work in their department or division and how to get them to understand and accept the company policies and practices is a problem that confronts everyone. One of our best supervisors explains the day's work assignments to his workers before going out on the job and asks them for their suggestions. He has told me several times that he was amazed at the clear thinking and improvements suggested by the men. Every time a new policy or a change in method was adopted he would explain it to his men individually or in a group and then ask their opinion as to how it applied in their department. He also took advantage of his daily contacts with the men to discuss both the work and the company.

The effectiveness of this supervisor's method depended not only on the system he used, but the way he used it. If an employee suggested a better way to do some phase of the work, he might adopt the new method and accordingly give the man full credit. When an employee would ask him a question, many times he would say, "Well, what do you think we should do?" In other words, he wanted his men to do their own thinking and to share in the planning of the work in his department.

To me this supervisor accomplished a lot more than just keeping his employees informed. In establishing a two-way communication, there is provided a method for satisfying the natural desires of workers. Every normal human being wants to be treated and known as an individual. He wants to be a part of his company. He wants to feel he has achieved something. If the supervisor doesn't give him this opportunity, he will turn to some other source where he can get it.

Leadership ability is dependent on a deep interest in and understanding of human nature. I don't mean the supervisor has to be a psychologist or anything like that. He should be the type of a person who is willing to put some effort into being friendly. He must understand that getting along with people depends greatly on his own behavior and attitude. He must understand that all of his accomplishments are going to be made through people. It is not his hands that are going to do the work, but those of the employees under his supervision. He must use tact in his approach. If one approach doesn't succeed, instead of getting mad he must use another approach.

Leadership ability, then, consists of (summarizing):

1. Gaining the respect, confidence and loyalty of his fellow employees.

2. Having good character and good habits.
3. Being sincere of purpose.
4. Giving fellow employees an opportunity to express themselves, and
5. Having an interest in and understanding of human nature.

It is this sort of thing that makes foremanship a profession. The ability to be flexible in handling difficult problems is necessary when you are dealing with groups of men. All men in a group may not respond to the same approach. Being able to diagnose what will work and what will not, is a stamp of leadership.

A leader must be able to maintain harmony in his department. When men are thrown into close contact with one another, there are many opportunities for misunderstandings and displays of temper. These situations are bound to arise. The alert supervisor will take immediate steps to relieve the situation before it has a chance to cause real trouble. If small misunderstandings and petty gripes are allowed to smolder they can generate a lot of heat and cause serious trouble later on. A supervisor at times may be the center of the trouble. He may have acted thoughtlessly or he may have been misunderstood. In either case, if he is a real leader he will shoulder the responsibility and admit his mistake.

A large automotive concern recently made a confidential survey among its 20,000 employees. They found that the "bosses" all down the line were doing an inadequate job. They found from the survey:

18 per cent of the employees felt it would be actually dangerous for them to express their honest opinions to their supervisors.

70 per cent felt that their foremen were making little or no effort to make them feel that they were a part of the company.

43 per cent felt they had little chance to talk over their work or ideas with their foremen.

The researchers found that in the departments having the best production every employee spoke highly of his foreman. In the departments having the worst production only 26% spoke highly of him. It seems to me the results of this survey emphasize more than can be put into words, the co-relation which exists between getting the work out and getting along with people.

I have just one more thought on this point of getting along with people. The old line foreman sometimes thinks that all of this business of praise and diplomacy for subordinates is just so much nonsense. Give a man a pat on the back they say and he will immediately hit you up for a raise. Actually it doesn't work that way. Employees in modern industry are realistic and quite aware of the methods used in its operation. They understand that the boss is bound by budgets, has set pay

schedules and that he will, if he is fair, do the best he can for them. We sometimes too hear the objection raised that treating an employee nice, being friendly and helpful is "coddling" and they will then walk all over you. That is the old fear of a foreman who is unsure of himself. The answer to it is, "If someone is nice to you, do you walk all over him?"

Today, indeed, the necessity for good foremanship cannot be overstressed.

Foreman's Role

from Page 11

tion to do a creditable management job.

I fully realize that a good many employers feel that labor contracts should only be negotiated by highly skilled individuals completely versed in the art of contract negotiation, but I submit that an examination of many contracts so negotiated will reveal some woeful shortcomings as well as serious omissions that were just overlooked because the parties to the bargaining were not fully acquainted with the real business at hand.

After all, and in the final analysis, although the labor side of a bargaining table is frequently championed by a professional, it is always true that a committee is present, representing the viewpoint of the so-called rank and file worker.

I submit furthermore that the foreman is the closest management man in a position to adequately and thoroughly



Hamilton Foremen's Club (Two Rivers, Wis.) carrying out central theme of year's work, "Knowing The Management Team And Your Part In It." At recent meetings (photo), E. P. Hamilton, Company president, discussed the Hamilton organization, and H. G. Evans, vice president (sales), discussed customer's relationship to the business and foreman's place in the future. Club has 100% participation of eligibles.

Manitowoc Shipbuilding Company

Manitowoc, Wisconsin

discuss the real and true problems arising in a labor contract.

Last Three Contracts Negotiated By Foremen At Grayson

You might be interested to know that the last three labor contracts of my own company have, in fact and in truth, been negotiated by our foremen. I personally believe they have done a much better job than any of our so-called hot-shot experts (including myself) have done with previous contracts.

On this score you might be amazed to know that it was our foremen who negotiated open shop contracts after living with war impressed union shop contracts for several years. You might also be amazed to know that our foremen have never been "push-overs" but have looked at every proposal objectively and been more than willing to decline a proposal that would just not be good for the business.

Obviously, in an organization such as ours with over 700 shop employees, a foremen's group of 50 to 60 foremen could not negotiate as a group, but we employed a very simple device which has worked very effectively. Well in advance of the annual contract time our foremen have met as a complete body to discuss all of the elements that should go into a new labor agreement and at the outset of negotiations have presented to our Union a proposal.

This I submit is rather unique in negotiations because employers traditionally have waited for a union bargaining agent to present a set of demands and have henceforth been in the rather uncomfortable position of trying to bargain the demands downward to more moderate terms or to bargain them out of the picture entirely.

Our foremen have reversed this trend and have instead forthrightly and directly placed before our Union agent a very definite proposal and it has been interesting to note that within the last three years the foremen have been successful in negotiating on the basis of their proposal rather than the Union proposal.

I don't at all mean to imply that our foremen have been "Simon Legrees" or in any way "tough" on the employees. Instead, they have been objective and realistic and I believe that our negotia-

tions have, generally speaking, terminated in a reasonable and successful labor agreement.

Incidentally, I do not intend to suggest this kind of foremen participation only where a collective bargaining agent is in the picture. To me, even though there is no union present, it is just as important that foremen formulate and establish the labor policy—and in writing.

When any large group of employees must live together and work together it is essential that everyone understand what the employer's policy is and what the employee is expected to do as a member of a very large team.

Furthermore, all foremen want to know when they apply company policy that their decisions have the authority of standardization behind them in the sense that they know that all other foremen under similar circumstances would make a similar decision. This can only be accomplished successfully when the policy is in writing and I strongly recommend the establishment and use of loose-leaf policy manuals.

Furthermore, there have been many such attempts at reducing policy to writing which have "died on the vine" because they were not properly and appropriately maintained.

Of all the relationships in the world, it is probable that labor relations change more rapidly than any other.

It is important, therefore, that written labor policy be flexible and fluid, kept 100 per cent up-to-date so that the foreman in using it as a tool will find that it is always authentic, up to the minute and workable.

Foremen Administer Labor Policy

In setting forth this proposition I assumed that at the out-set most employers believed in having the foremen administer labor policy, but for the sake of any who might have a misgiving on

this point I should, perhaps, emphasize the desirability of such an arrangement.

In this sense, I should like to counsel adherence to a line type of organization where the first level of foremanship in direct contact with the worker employee actually and truthfully administers the policy.

To do a strong and authentic job, this individual must never be by-passed. This may seem a hard bit of advice for a department head or shop superintendent, but there is nothing which quite so effectively destroys the usefulness of a foreman as a boss who goes over his head direct to a worker employee.

This is also true of an Industrial Relations Department. I for one believe that they should perform a staff function 100 per cent and leave the actual management of the worker to the foreman, in fact and in truth. This, most assuredly, includes such basic matters as hiring and discharging. If the foreman is going to be expected to get the highest degree of cooperation out of a worker, he should, whenever that worker is engaged, make the simple decision to either hire or not hire a candidate. Even though a personnel office might do a highly effective job in screening new hires, it seems hardly reasonable to expect a foreman to get the most out of the candidate if he has nothing to say about the hiring.

I fully realize that during periods of extreme worker shortage a foreman might be very willing to relinquish the authority when he realizes that he is going to have to work with marginal employees but under all normal circumstances I thoroughly believe that he must have the hiring power. Likewise, he should use all of the usual management tools such as job evaluation, learning curves, application of standards, etc., to control the progress of his worker employees.

I feel so strongly about this whole proposition of making a foreman a realistic manager that I would even suggest serious consideration for backing a foreman on virtually every decision that he makes.

Obviously, he is going to make some wrong decisions, but unless the decisions are completely sour, the employer may frequently find it greatly advantageous to back the decision and, if necessary, find some later way to rectify an error in the event that the decision was genuinely bad.

In the final analysis, a recognition of the simple fact that the foreman is the only management representative in daily contact with the worker must eventually bring about a recognition of the desirability of placing every conceivable tool in his hands to enable him to do an effective and realistic job as a manager.

Fact and Opinion

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with that particular right of self-decision.

For purposes of military security as a nation and local community protection where we live, we have doubtless been justified in giving up certain rights of individual self-decision. There are perhaps a very few other areas where such a sacrifice is justifiable. But in England today, a tired and discouraged people are giving up individual rights on a wholesale scale for the sake of or in the hope of "group" economic security. Is it wise?

Delegation of authority is a serious matter. When we delegate authority over our individual work activity (our right of self-determination) in whatever direction—or over our property (as in the case of our earnings, for example)—we are delegating powers of vast importance. In a few hours by plane we can view first hand the plight of peoples who have done so before us. Today, millions of them have not and can not possibly obtain possession of a small plot of ground or of a home in which any sanctity exists. And more, a man's wife is not his own, nor his children—nor what he says or does—nor even his God.

For my own part, I think I'd rather try a little harder on my own as an individual and risk a little less security on a group or social basis, than endanger all that I hold dear to happiness, should men to whom I have delegated too much power turn out to be just men as we have known them through all history. So, today, as so often in the past, I put the old question to myself again: "How far is it wise to go in delegating my individual authority to others in return for a promised security—a security which in reality can only come after all as the result of my own productive efforts?"



When Briggs Management Club of Evansville held the Club's first ladies' night.

Code of Ethics of The National Association of Foremen which has been found helpful by management men through the years.

January 1949 MANAGE

NAF

N. A. F
Code of Ethics
For Foremen

The Foreman should recognize that every man above, beside or below, has an inherent desire to do good work and to be a useful and respected citizen. Until he has considered every possible motive, he should not assume that any man wants to do anything less than his best.

The Foreman should keep an open mind on all subjects, and strive to maintain a broad and balanced outlook. He should always be willing to recognize merit in another's ideas.

The Foreman should deal fairly with all his associates in the company. Being in an important position, he should assume responsibility for his own mistakes and refrain from shifting blame to others.

The Foreman should strive to understand the principles of business which make for the success or failure of industry. He should pass on to his men all the fundamentals of business principles so they can see, for themselves, their own relation to the general scheme.

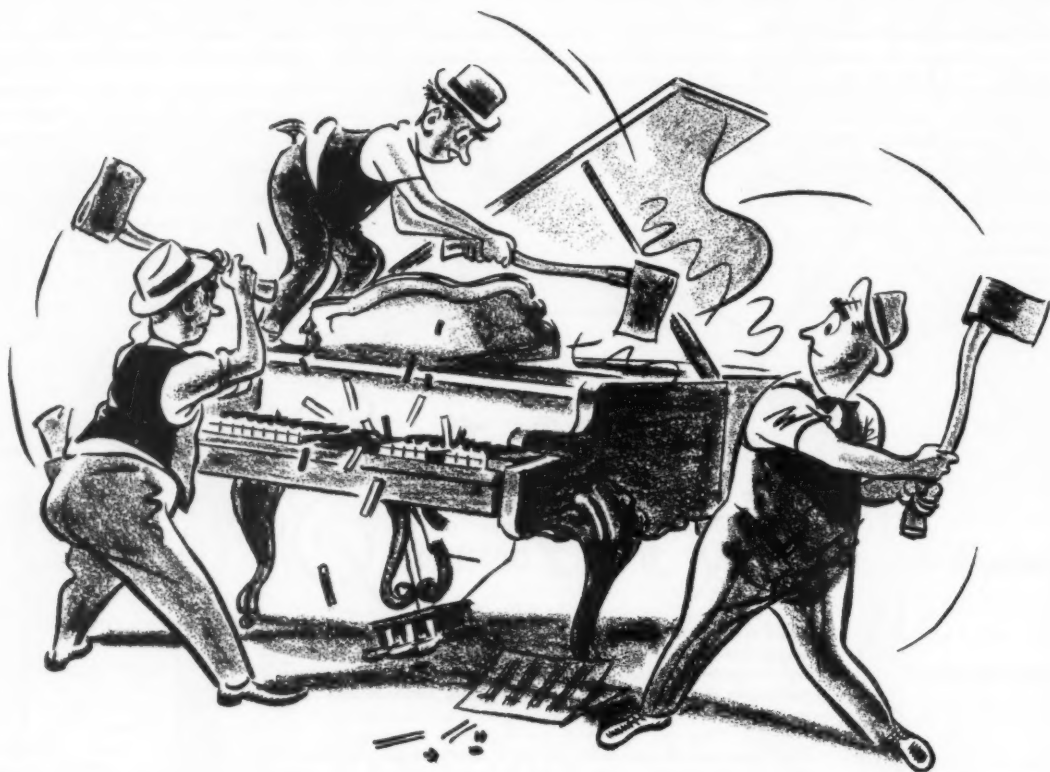
The Foreman should keep informed as to the latest development in equipment and processes. He should recommend or put into effect such methods as will produce improved quality and lower costs for his products, and improve working conditions.

The Foreman must feel that one phase of his profession is to help working people obtain maximum satisfaction from life.

The Foreman should endeavor to earn, and carefully guard, a reputation for good moral character, good citizenship and common honesty; and he should support and promote all the uplifting influences of the community.

**PHILOSOPHY
OF LIFE**

**PROFESSIONAL
SUPERVISION**



How to tune a piano!

The piano's out of tune. So we'll chop it up. Then we'll get a tin horn instead.

Sure, these men are crazy.

But they're using the same kind of thinking a lot of people have been using on the American economic system lately.

Our American way isn't perfect. We still have our ups and downs of prices and jobs. We'll have to change that. But even so, our system works a lot better than the second-rate substitutes being peddled by some countries we could mention.

It works better because of a few simple things. We are more inventive, and we know how to use machine power to produce more goods at lower cost. We have more skilled workers than any other country. We believe in collective bargaining and enjoy its benefits. And we Americans save—and our savings go into new tools, new plants, new and better machines.

Because of this, we produce more every working hour . . . and can *buy* more goods with an hour's work than any other people in the world.

We can make the system work *even better*, too: by *all* of us working *together* to turn out more for every hour we work—through better machines and methods, more power, greater skills, and by sharing the benefits through higher wages, lower prices, shorter hours.

It's a *good* system. It can be made *better*. And even now it beats anything that any other country in the world has to offer.

So—*let's tune it up, not chop it down.*

Want to help? Mail this!

I want to help.

I know that higher wages, lower prices, shorter hours and larger earnings can all result from producing more goods for every hour all of us work.

Therefore, I will ask myself how I can work more effectively every hour I am on the job, whether I am an employee, an employer, a professional man or a farmer.

I will encourage those things which help us produce more and add to everyone's prosperity—things like greater use of mechanical power,

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THE NATIONAL ASS'N OF FOREMEN

better machines, better distribution and better collective bargaining.

I will boost the good things in our set-up, and help to get rid of the bad.

I will try to learn all I can about why it is that Americans have more of the good things of life.

Please send me your free booklet, "The Miracle of America," which explains clearly and simply, how a still better living can be had for all, if we all work together.

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11 West 42nd Street
New York 18, New York

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Takes a man



to properly appreciate some things!



Precision engineering, for example, like that of the Maytag washer!

It's like a fine watch, yet surprisingly simple and sturdy. Functional . . . with the kind of mechanical perfection that does a man's heart good.

Women don't know *why* that Gyrotator action washes extra-fast and extra-clean. Or why that exclusive Roller Water Remover is so efficient. Or why the Maytag is so trouble-free and dependable in every way. But you can *see* why. You'll understand, too, why well over five million Maytags have been sold—far more than any other washer.

" . . . far more than any other."

And the Maytag Dutch Oven Gas Range! You've never seen such construction, mechanism—or *results!* Cooks as a conventional range, or *automatically* by the never-equalled Dutch Oven principle. Set the control and a whole meal cooks without further attention. Even with nobody home! Gas burns but a fraction of the cooking period . . . shuts off automatically at the proper time . . . cooking is finished by stored-up heat in the heavily insulated oven.

You'll lead the cheering for the marvelous results . . . the supreme, flavorful excellence of Dutch Oven cookery!

While your wife raves about the ease of cleaning, gas-saving and kitchen coolness, you'll appreciate the engineering that makes them possible. The way the top and its burner bowls are made in one piece by 300 ton presses. The super-sized, one-piece oven, insulated with 40 pounds of rock wool. And the fact that this is the *only* range that automatically turns off the gas and keeps on cooking!



" . . . turns off gas and keeps on cooking."



" . . . will add to your joy of living."

The Maytag Home Freezer also gets into your department. Your practical mind will approve the way it's designed to fit right in the kitchen, serving also as a kitchen table. The self-sealing lid, so tight that it needs no lock. The super-insulation . . . 4½ inches of semi-rigid spun glass on all sides.

Net capacity, 6 cubic feet . . . 300 pounds of meat or 240 pounds of meat, fruit and vegetables.

You're the one who'll buy that quarter of beef at a saving and stow it right where it's handiest. Probably pack in some of the ducks and pheasants you shoot this fall, too. In many ways this unique Maytag Home Freezer will add to your joy of living.

Tell your wife: "After all, this is my home, too, and I'm interested in making it better to live in. Get your hat. We're going to visit the Maytag dealer for a very interesting tour of inspection!"

THE MAYTAG COMPANY
NEWTON, IOWA

Maytag Management Club—N. A. F. Affiliate

*Was it Sam's horseshoe...
or Sam's horsesense?*



★ Our favorite uncle has his share of luck in getting out front. But more important than luck is the down-to-earth horse sense shown by his nieces and nephews.

Americans know that working—not wishing—is what gets things done. Working harder to do *better* than the next fellow, is what gets results time after time.

Understand rivalry and you understand America—and the progress we've made through the years. For instance, it is the rivalry among 34,000 individual oil companies that helped bring our oil supply to its present high level—giving us *more oil than ever before*. Yes, it was competition among rival refiners, producers, trans-

porters and marketers that paved the way for the industry to supply the nation with even *more* petroleum products than at the peak of the war.

New records *had* to be set to meet the great demand for oil we're faced with today. We have more cars. More busses and trucks. More oil burners, tractors and commercial planes. And in addition, use of oil by Diesels, factories, and our Army and Navy has mounted to an all-time high. To meet these demands, the oil industry has stepped up the pace *repeatedly*.

Let others term it "horseshoes." We know it's *horse sense* that helps America to roll right along getting the most out of the energy of oil—the oil that means so much in extra comfort, better living, added convenience . . . for you.

The STANDARD OIL Co. (OHIO)



THERE'S A PLUS FOR YOU IN PETROLEUM'S PROGRESS

